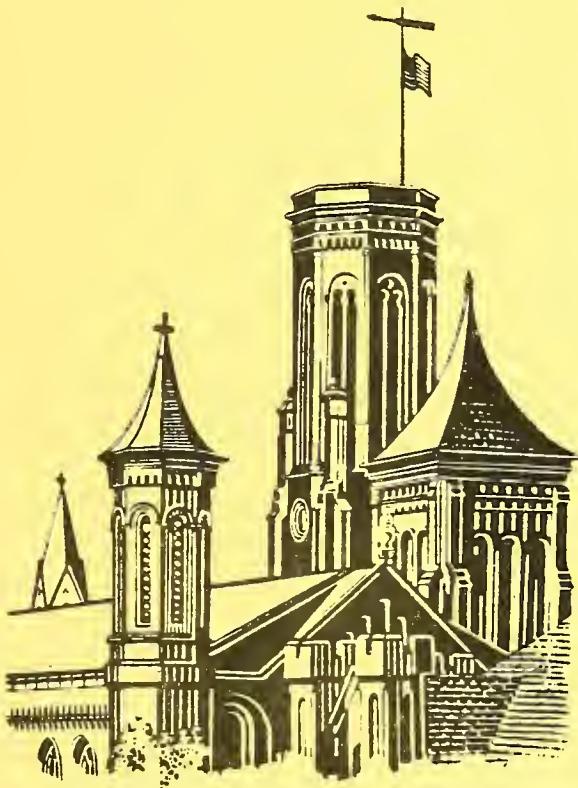


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SMITHSONIAN INSTITUTION

FIVE-YEAR PERSPECTIVE
FY 1980 - FY 1984



January 22, 1979

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SMITHSONIAN INSTITUTION
FIVE-YEAR PERSPECTIVE
FY 1980 - FY 1984
INTRODUCTION

James Smithson bequeathed the whole of his property "to the United States of America, to found at Washington, under the name of the Smithsonian Institution, an establishment for the increase and diffusion of knowledge among men." In doing so, he created a charitable trust, through the terms of which the United States would serve as trustee for purposes directed toward the benefit of all mankind. By the Act of July 1, 1836, Congress accepted Smithson's bequest, and pledged the "faith of the United States" to carry out its purposes. In the Act of August 10, 1846, Congress established the Institution in its present form and placed responsibilities for management with a Board of Regents.

The Smithsonian is a unique combination of a privately endowed and governmentally supported institution administered by a Board composed of both ex officio governmental officials and governmentally selected citizens. This arrangement has made possible the remarkable achievements of the Institution during the 132 years of its existence. Over the years, this unique Institution has come to be regarded as one of the world's most important repositories for both private and public collections and for contributions from donors who wish to support the increase and diffusion of knowledge. The great national collections now consist substantially of private gifts. Continuing additions to the Smithsonian's trust funds have expanded and nourished the Institution's usefulness. Appropriations recommended by the President (who is ex officio a member of the Smithsonian Establishment), and approved by Congress have provided steadily increasing federal support for many of the Institution's far-reaching services to the public. Through the development of the Smithsonian Associates programs, the Institution now has a nationwide group of interested supporters who sponsor many of its educational activities across the country.

The Smithsonian Institution's programs are devoted to public education, research, and national service in the arts, sciences, and history. Centered on the Mall in Washington, D.C., it also operates major facilities and activities elsewhere in Washington, across the country, and overseas. It is one of the world's leading research centers and encompasses the world's largest museum complex, attracting approximately 25,000,000 visitors annually to its museums, galleries, and zoological park. Additional millions of people also view Smithsonian traveling

exhibitions, which appear throughout the United States and abroad, and its annual Folklife Festival. As custodian of the National Collections, it possesses more than 78,000,000 art objects, natural history specimens, and artifacts. The collections are displayed for the enjoyment and education of visitors and are utilized for research by the staff of the Institution and by hundreds of visiting students, scientists, and historians each year. Other significant study efforts draw their data and results directly from terrestrial, marine, and astrophysical observations made in the field or located in data collections of various Smithsonian installations.

The broad goal of the Smithsonian Institution is to contribute to the increase and diffusion of knowledge about Man, his culture and his environment. To accomplish this goal, the Smithsonian conducts a wide range of programs, many of which are joint ventures in cooperation with other institutions, universities, and government agencies in the United States and on every continent. As an outgrowth of basic scientific research, fundamental data are assembled for use by planners and research workers in other organizations, both government and private. Much of this activity fosters conservation, and can be expected to lead to results that are directly applicable to national needs and goals. Historical research, which enhances knowledge of this nation's growth through studies of technological development, art, and folklife and folklore traditions, also is a major endeavor.

The results of the Institution's research are disseminated to a wide audience through books, monographs, exhibit catalogues, and education pamphlets. Public-oriented programs include exhibits, performances, radio, television, and Smithsonian Magazine. The management and care of the National Collections and a program for the selective acquisition of important specimens, objects, and collections are basic commitments. Administration and support functions, including the development and care of facilities, protection and management services, serve the program elements of the Institution.

The Report of the Audit and Review Committee of the Board of Regents, which was accepted by the full Board at its September 1977 meeting, recommended that:

"The Regents and the Secretary should establish a five-year forward planning process for the Institution covering all its activities. Such a process should establish the general direction of the Smithsonian's program efforts and identify areas for priority and emphasis. At the same time, it should permit flexibility enough to take advantage of ad hoc opportunities. If properly designed and executed, it will be a useful management tool for the Regents and the Secretary, will provide a basis for periodic oversight hearings by the authorizing committees, and will communicate to these committees as

well as the appropriations committees important information about the forward plans of the Institution."

This Five-Year Perspective on the Smithsonian's operations is the result of a process that involved the preparation of a plan by each of the Smithsonian's bureaus, offices, and other organization units; the review, discussion, and refinement of these plans by the appropriate assistant secretaries working with the activities responsible to them; the development and review of resource projections by the Office of the Treasurer; and the counsel and oversight provided through the Office of the Secretary, assisted by the Under Secretary. This process combined with program and organization reviews, internal and other audits, annual budget formulations, and regular monitoring of performance and financial results will result in a strengthened approach to the overall management of the Institution. The Five-Year Perspective was approved by the Smithsonian's Board of Regents at their January 22, 1979 meeting, and will be updated annually.

This document represents a summary of the areas that will be given priority and emphasis over the next five years. It should be read in conjunction with another publication, the Smithsonian Institution's Programs and Activities, which provides background information on the establishment, functions, and programs of each of the Institution's operating activities. The content presented here is arranged by the major organization grouping of the Institution, i.e., Science, History and Art, Public Service, and others, with a separate section treating facilities development plans. Areas of emphasis discussed in the text are supported with financial tables detailing individual bureau and office resource projections. Several items discussed in the text, along with the financial figures for FY 1980, complement the Institution's FY 1980 Congressional appropriations request and also appear in that document.

This perspective on the immediate future plans of the Institution contains no surprising new proposals. It reflects needs and opportunities that the Smithsonian has described before. It emphasizes selected aspects of the Institution's work while assuring that others will continue at about the present level of activity. Most notably, these latter elements are associated with the exhibition and other education programs which achieved major stimulation during the Bicentennial period. For the most part, these activities now have adequate resources devoted to them. Areas of emphasis and priority include collections management, basic research, administration and technical support, and the maintenance and development of current and new facilities for ongoing programs and those of the future.

In a very significant way, through the budget process, the Institution has redirected current federal funds to meet high priority needs and has applied unrestricted trust fund income as self-help contributions to maintain the administrative support balance and to strengthen programs of acquisition, research, and education. Such efforts will continue to the

best of the Institution's ability given the pressures at work on the federal budget from inflation and rising public use of our services, and given the uncertainty surrounding the continued availability of unrestricted trust income from auxiliary and other activities. Although the present revenues are encouraging, the Institution's management feels only guardedly optimistic about the next five-year projection of such income. As in all business cycles the public acceptance of the Institution's products or services, for example those performed by the National Associates, is speculative. It is quite possible that in the next five years the Magazine, which is the most popular of the Associates activities, may suffer a decline in its fortunes contingent with the business cycle. Similarly, purchases in the Institution's shops, or books or other products issued through the Associates activities as services for them, may decline in popularity. As with any such projections, therefore, it seems imperative that appropriate safeguards should be taken against the assumption that the expansion of these activities will continue in an unbroken progressive curve.

The Institution has the following principal objectives over the next five years:

<u>Objectives</u>	<u>Principal Funding Source(s)</u>
<u>Operations</u>	
1. To strengthen museum operations in the documentation and care of the collections through inventories, the further development of information retrieval systems, and conservation of museum collections. By mid-FY 1983, it is planned that inventories, tailored to the needs of different types of specimens and objects, will be completed on all collections and that those collections relocated to the Museum Support Center will have been fully documented to enable immediate retrieval and use.	Federal Appropriations
2. To improve the level of technical assistance and program funds available to the Institution's scientists and scholars, and to reach eventually a par with the professional staff of other organizations. Related to this emphasis on original research in science, history, and art, is the very high priority given to the augmentation of the pre- and postdoctoral fellowship program available to aspiring	Federal Appropriations and Nonappropriated Trust Funds

junior scholars across the country, and to the development of the competitive research awards program.

5. To complete and make operational the Institution's multiple mirror telescope as a major addition to its resources for astrophysical research. Federal Appropriations

4. To acquire and operate the Museum of African Art to fill a major gap in the Institution's collections and exhibitions. Federal Appropriations and Continued Fund Raising Efforts

5. To enhance the Institution's capabilities in national and international environmental conservation, research and education with emphasis on temperate and tropical biology, and on the conservation and study of endangered species. Federal Appropriations

6. To continue to offer the nation an outstanding magazine, and other quality publications on subjects within the Institution's responsibilities; to provide radio programs, and television presentations. Nonappropriated Unrestricted Trust Funds

7. To plan and develop a collections conservation and conservation training program to become an integral part of the Museum Support Center and the conservation facilities of the Institution, and to serve the nation's museum community. Federal Appropriations and Nonappropriated Unrestricted Trust Funds

8. To strengthen the National Collections for research and exhibitions through the acquisition of major objects and specimens. Nonappropriated Unrestricted Trust Funds

9. To augment administrative, financial, and other support services to meet current and anticipated program needs. Areas of special emphasis include personnel, facilities planning and engineering, and library services to meet the total requirements of the Institution; computer and photographic services in connection with improved documentation of the collections; and Federal Appropriations and Nonappropriated Unrestricted Trust Funds

facility and protection services related to the operations of the Museum Support Center.

Facilities

1. To plan, construct, and open the Museum Support Center as a major contribution to the management and control of collections for research and study and to facilitate conservation and conservation training. Federal Appropriations
2. To plan and pursue the development of the Quadrangle (the area bounded by the Smithsonian Institution building, the Freer Gallery of Art, the Arts and Industries building, and Independence Avenue) to accommodate primarily the Museum of African Art, rare book and other library needs, and additional space for the exhibition of Oriental art. Federal Appropriations and Nonappropriated Unrestricted Trust Funds
3. To facilitate completion of the Master Plan for the development of new animal and public facilities at the National Zoological Park in Rock Creek Valley, and to improve the research, conservation, and visitor education facilities at the Zoo's Research and Conservation Center at Front Royal, Virginia. Federal Appropriations
4. To repair, upgrade, and restore Smithsonian buildings to keep them in safe and functional condition with special emphasis on the provision of fire detection, containment, and suppression systems and access by handicapped persons. Federal Appropriations
5. To provide new and renovated facilities at the Smithsonian's Washington, D.C. and field locations for purposes of facilitating research and education programs, creating improved parking for the Institution's visitors, and developing new space for art and history exhibitions. Federal Appropriations; Private Donations

To achieve these objectives, the Institution will continue to seek federal support from Congress. Through trust operations, the Institution will encourage efforts to acquire gifts, objects of importance, monetary donations, grants and contracts from foundations and federal agencies, and to increase income derived from the auxiliary and development activities which it conducts. By FY 1984, as presented in Tables 1 and 2, the Institution expects that resources from all sources required for various operations will increase from present levels of \$168,500,000 to about \$226,100,000. This includes funds for the special Collection Acquisition, Research and Public Outreach Program recently approved by the Board of Regents; these are projected to remain at \$2,000,000 through FY 1984.

The forecasts also assume that the Institution will continue to make measured progress in increasing its capital reserves (endowments); about \$2,000,000 a year are incorporated into the projections for this purpose. The Institution has recently identified ways to apply an approximate \$1,000,000 of its trust funds in FY 1979 to programs that in the past have been federally sponsored. Efforts such as this help to reduce the Institution's requirements for appropriated funds. During the planning period, the Board of Regents, as part of its consolidated budget review, will determine if additional allocations of unrestricted trust fund income can be made in this fashion. Tables 3 through 8 present resource forecasts by program areas and contain detailed information for bureaus and organizations.

A substantial portion of the forecasted growth in operating funds of \$57,600,000 is associated with federal appropriations and includes significant additions for such items as the anticipated Museum of African Art, the Museum Support Center, the program and support work related to collections management and inventories, basic and interpretive research utilizing the collections and scientific and cultural information, improvements to technical and administrative support, and for physical plant operations and maintenance.

Trust operations and expenses are also expected to increase. These increases involve the public service operations, particularly the unrestricted trust funded publications, including the Magazine, where production expenses are predicted to increase considerably. Detailed forecasting of federal grant and contract activities is difficult to achieve, but the Institution expects relatively stable support for various operations in future years. Finally, expenses associated with operations funded by restricted trust fund resources are expected to remain relatively stable, and these will continue to be accommodated largely by income related to restricted fund investments.

Table 9 highlights the Institution's construction and facility improvement plans. Major additions to physical facilities to be sought over the next five years consist principally of the Museum Support Center,

which should become fully operational in FY 1984, and the development of the Quadrangle, which will provide building space for the Museum of African Art, for the Institution's rare books and other selected library needs, and for additional exhibitions of Oriental art. The Institution also expects to be nearing completion of the Zoological Park Master Plan. Improvements and contemplated changes to other facilities include the installation of fire detection and suppression systems, the correction of other hazardous conditions and attention to handicapped person access, the provision of renovated and new facilities (especially at the Institution's field activities such as Mount Hopkins, Arizona, Panama, and the Chesapeake Bay Center), and a continuing program of repairs and maintenance of all Smithsonian buildings.

For the most part, the effects of inflation cannot be incorporated realistically into the Institution's forecasts. It is expected that legislated federal pay changes will be forthcoming in the range of five to six percent a year which will add perhaps \$4,000,000 to \$6,000,000 annually to the federal payroll costs of the Institution. In a like manner, the Smithsonian faces probable continuing price increases for basic supplies and materials which must be met. The effects of inflation on operations are real, and as these become clearer and can be quantified, estimates will be integrated into future year documents and budget formulations.

Management improvements to increase the effectiveness of various operations will continue to be explored. Energy conservation, information processing and retrieval, and physical plant maintenance and operations are areas in which the latest technologies and systems hold promise of helping to keep costs down. In addition, changes to organizational and management procedures are being investigated through various task forces and committees, involving curatorial, scientific, administrative, and technical staff at all levels. Results of these reviews will expectedly benefit collections management, publications, materials handling, and the allocation of resources in future years. While the Institution has made it a practice to review its various program and support operations, in the future this effort will be intensified.

A forecast for the Science Information Exchange is not contained in the five-year perspective since the Institution expects the Exchange to be transferred to the Department of Commerce in the near future.

TABLE 1

SMITHSONIAN INSTITUTION
SOURCE OF OPERATING FUNDS
FY 1978 AND PROJECTED THROUGH FY 1984
(\$000's)

Source of Operating Funds	FY 1978	FY 1979	FY 1980	FY 1981	FY 1982	FY 1983	FY 1984
Federal Salaries & Expenses	93,393	98,968	104,740	111,536	116,715	120,394	120,493
Unrestricted Trust							
.Investments	1,575	1,814	1,974	2,025	2,080	2,125	2,170
.Gifts	126	145	148	175	170	150	150
.Auxiliary and Bureau Activities							
.Gross Revenues	55,201	61,226	64,807	68,605	73,525	79,595	85,195
.Miscellaneous	5.28	224	247	250	250	275	230
Subtotal	57,430	63,469	67,176	71,055	76,025	82,145	87,745
Restricted Trust							
.Investments	2,022	1,974	2,020	2,100	2,200	2,300	2,400
.Gifts, Grants & Contracts	3,478	4,429	1,366	1,500	1,800	1,800	1,800
.Miscellaneous	1,038	987	1,494	1,500	1,400	1,400	1,400
Subtotal	6,538	4,390	4,880	5,100	5,400	5,500	5,600
Federal Grants & Contracts							
11,157	11,888	11,500	11,550	11,950	12,100	12,300	
Total Income	168,518	178,655	188,296	199,241	210,090	220,139	226,138
Less Expenses of Auxiliary and Bureau Activities							
(43,570)	(53,586)	(58,408)	(62,105)	(66,100)	(71,170)	(75,899)	
Net Funds Provided	124,948	125,069	129,888	137,136	143,990	148,969	150,243

TABLE 2 (1)

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1978 AND PROJECTED THROUGH FY 1984
(\$000's)

Application of Operating Funds		FY 1978	FY 1979	FY 1980	FY 1981	FY 1982	FY 1983	FY 1984
<i>Science</i>								
Federal Salaries & Expenses	36,800	37,962	39,348	41,838	43,036	44,034	45,453	
Unrestricted Trust	1,441	1,828	1,510	1,587	1,608	1,634	1,646	
Restricted Trust	1,198	1,580	1,626	1,600	1,525	1,500	1,625	
Federal Grants & Contracts	10,603	11,701	11,405	11,400	11,800	11,950	12,150	
Subtotal	49,744	53,074	54,389	56,425	57,969	59,118	58,874	
<i>History & Art</i>								
Federal Salaries & Expenses	15,397	16,802	17,955	20,303	22,294	22,714	21,965	
Unrestricted Trust	1,091	1,219	1,196	1,196	1,230	1,256	1,279	
Restricted Trust	2,866	2,792	3,123	3,805	3,753	3,805	3,955	
Federal Grants & Contracts	266	118	41	50	50	50	50	
Subtotal	19,620	20,961	22,620	25,352	27,527	27,820	27,247	
<i>Museum Programs</i>								
Federal Salaries & Expenses	7,121	7,854	8,387	9,017	9,706	10,329	10,723	
Unrestricted Trust	192	262	256	243	233	248	259	
Restricted Trust	96	46	32	30	50	50	53	
Federal Grants & Contracts	45	41	11	50	50	50	50	
Subtotal	7,454	8,206	8,566	9,360	10,039	10,677	11,057	
<i>Public Service</i>								
Federal Salaries & Expenses	2,211	2,416	2,474	2,654	2,691	2,761	2,794	
Unrestricted Trust	181	261	165	185	192	205	217	
Restricted Trust	101	107	91	100	100	100	100	
Federal Grants & Contracts	77	77	—	—	—	—	—	
Subtotal	2,576	2,881	2,733	2,939	2,986	3,067	3,064	

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1978 AND PROJECTED THROUGH FY 1984
(\$000's)

TABLE 2 (2)

Application of Operating Funds	FY 1978	FY 1979	FY 1980	FY 1981	FY 1982	FY 1983	FY 1984
<u>Membership, Development and Auxiliary Activities</u>							
.Federal Salaries & Expenses	205	245	256	270	282	295	310
.Unrestricted Trust	-	5	5	5	15	15	65
.Restricted Trust	-	27	40	50	50	50	50
.Federal Grants & Contracts	46	-	-	-	-	-	-
Subtotal	251	277	301	325	347	360	375
<u>Administrative, Financial & Other</u>							
<u>Support Services</u>							
.Federal Salaries & Expenses	31,752	33,454	35,676	37,241	38,495	40,056	41,058
.Unrestricted Trust	600	583	575	870	1,016	1,231	1,399
.Restricted Trust	103	65	24	25	35	55	55
.Federal Grants & Contracts	43	-	-	-	-	-	-
Subtotal	32,503	34,102	36,275	38,119	39,566	41,523	42,492
<u>Collection Inventories</u>							
.Federal Salaries & Expenses	-	500	500	500	500	500	500
<u>Allotment for Research, Acquisitions, and Outreach</u>							
.Unrestricted Trust	-	3,000	2,000	2,000	2,000	2,000	2,000
other Allotments - Fluid Research, James Smithson Society and Other	145	727	579	564	564	868	1,190

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1978 AND PROJECTIONS THROUGH FY 1984
(\$000's)

TABLE 2 (3)

Application of Operating Funds	FY 1978	FY 1979	FY 1980	FY 1981	FY 1982	FY 1983	FY 1984
Transfers:							
-Unobligated funds returned to							
Treasury							
-Federal Salaries & Expenses	112	-	-	-	-	-	-
-Plant Improvements:							
-Nonrestricted Trust	869	211	60	100	500	700	800
-Endowment:							
-Nonrestricted Trust	3,271	2,100	2,100	2,100	2,100	2,100	2,100
-Restricted Trust	1,261	200	200	200	200	200	200
Subtotal	5,513	2,511	2,360	2,400	2,800	3,000	3,100
Net Changes in Fund Balance -							
Increase (Decrease)							
-Nonrestricted Trust	6,162	(653)	91	(180)	170	440	650
-Restricted Trust	910	(405)	(526)	(683)	(278)	(203)	(353)
-Federal Grants & Contracts	70	(112)	-	-	-	-	-
Subtotal	7,142	(1,170)	(435)	(863)	(108)	237	297
Net Funds Applied	124,918	125,069	129,886	137,136	143,990	148,969	150,243

SCIENCE

Science programs consist of the Museum of Natural History/Museum of Man, Astrophysical Observatory, Tropical Research Institute, Radiation Biology Laboratory, Chesapeake Bay Center for Environmental Studies, Air and Space Museum, Zoological Park, and the Fort Pierce Bureau. Using administrative oversight provided by the Museum of Natural History, Science activities also encompass the efforts of the Center for the Study of Man. The Institution's Research Awards, Fellowship and Special Foreign Currencies Programs (available to all discipline areas of the Institution), International Environmental Science Program, and Office of Biological Conservation are also part of the administrative responsibilities of the Office of the Assistant Secretary for Science.

Program activities span exhibits, basic research, publications, fabrication and operation of large scientific instruments, collections management, and education. Each museum and research organization has its own particular emphases and purposes and pursues its goals by various means and resources.

Current Resources and Support

In FY 1978, total resources available to Science amount to approximately \$52,300,000 and 1,648 full-time employees. Total funding consists of approximately 70 percent federal appropriations, 20 percent federal grants and contracts, and 10 percent nonappropriated unrestricted and restricted trust funds. A breakdown follows:

FY 1978

<u>Source of Funds</u>	<u>Full-Time Employment</u>	<u>Funds (\$000s)</u>
Federal Salaries	1,295	\$36,800
& Expenses		
Unrestricted trust	122	3,729
Restricted trust	16	1,198
Federal Grants		
& Contracts	215	10,605
Total	1,648	\$52,332

However, the sources of support vary markedly from organization to organization. For example, the Fort Pierce Bureau operates solely with restricted trust funds, while the Research Awards Program is supported entirely from federal appropriations. The Astrophysical Observatory, because of its unique national and international position as a research leader, has better than half of its dollar and personnel resources associated with federal grants and contracts, most of the balance originates

from direct federal appropriations, and only a small portion (about 15 percent) stems from trust funds. The Chesapeake Bay Center has a somewhat similar spread of support funding.

As is the case with other museums and galleries of the Institution, the Museum of Natural History and the Air and Space Museum conduct their basic exhibit, research, collections, and building service activities primarily with federal appropriations, but at the same time enjoy measured support from restricted or unrestricted trust sources, and from federal grant and contract work based upon their ability to obtain these funds.

Future Year Perspective

Over the next five years trust fund expenses (restricted and unrestricted) are expected to increase by about \$1,900,000 from present levels of \$4,927,000 with the growth possibly occurring as a result of increased expenses associated with museum shop operations, concessions, or other auxiliary activities principally located in the Air and Space Museum and Museum of Natural History. Federal grant and contract activities, are expected to remain relatively stable; however, there is some possibility of increased interest on the part of the National Air and Space Administration in high energy astrophysical research and X-ray astronomy, and additional support for the Institution's Observatory and scientific capabilities may be forthcoming in future years.

Increased federal appropriations of about \$6,700,000 will be required to fund Congressionally legislated programs, and to maintain the quality of the Smithsonian's future science operations.

Museum of Natural History. Over the next few years, beginning with FY 1979, a build-up of temporary federal support for the development and opening of the Museum Support Center will be needed. Personnel and funds will be required to inventory collections being moved to the Center to assure full documentation for ease of retrieval. In FY 1979, a portion of the \$500,000 appropriation provided by Congress has been allotted to the Museum to undertake inventory and conservation efforts on those collections most highly valued as well as objects destined for transfer to the Museum Support Center. Funds will be needed over the next several years for the purchase of storage cases, laboratory and storage equipment, fumigation, preparation, and movement of collections. It is anticipated that the maintenance and updating of the collections inventory will be a continuing activity and resources will be required to sustain these efforts.

Of high priority for the Museum is to increase the amount of federal support available to its scientists to achieve resource equality with federal research organizations such as the U.S. Geological Survey, National Oceanic and Atmospheric Administration and the National Institutes of Health. Higher support levels are necessary if the Smithsonian is to attract and retain productive professional researchers, and a general goal of the Museum is to increase federal support available per scientist from the present average level of \$1,700 per year to about \$18,000 per year, and the support personnel/scientist staff ratio from 2:1 to about 3:1.

A third major concern of the Institution regarding the Natural History Museum is the correction of fire and safety hazards. Over this planning period, strong efforts will be made to correct deficiencies in the sprinkler systems, alarms, and other equipment in this sixty-year-old building. While the Natural History Building contains the most serious problems, other buildings of the Institution have fire detection and prevention problems to be addressed over the next 5-10 years. Further details appear in the Construction section of this perspective.

Center for the Study of Man. Presently administered by the Director of the Natural History Museum/Museum of Man, the Center will need added funding for the National Anthropological Film Center and the Research Institute on Immigration and Ethnic Studies. These activities have now achieved a core staff level and future increases will be directed to selected research projects.

Air and Space Museum. Over the next five years, the Museum expects to bring its research and educational activities more into balance with its highly successful exhibits program. Using its extensive biographic files, technical plans, and artifacts, present levels of historical research on aviation and space flight will be strengthened. The Center for Earth and Planetary Studies will expand its efforts in lunar geology and photo-imaging through the establishment of a more permanent federal base of funding thereby lessening its dependence on outside grants and contracts.

To be more responsive to the needs of the visiting public, in FY 1977 the Museum commissioned an outside study to review the educational program. Based on this report, an educational program will be developed emphasizing participatory experiences for the visitor and specialized learning situations.

The Museum also plans to complete its collections inventory within the next three years, and to be able to open more of its facilities at Suitland, Maryland, to the visiting public. Some further facilities upgrading will be required at Silver Hill.

These objectives for the most part can be achieved with present funds available to the Institution, and relatively small increases in the program budget are projected.

Zoological Park. Efforts will be directed towards completion of the redevelopment plan at the Rock Creek Zoo and Conservation Center near Front Royal, Virginia. Remaining work is detailed in the FY 1980 budget and the section in this document devoted to Zoo construction. Additional staffing and operating funds associated with the new facilities will be required. These resources will enhance maintenance, animal health care, educational programs, exhibits, research, and administration.

Chesapeake Bay Center for Environmental Studies. The Center was established for the conduct of research on land-water relationships and for use in creating public awareness and understanding of ecological systems as they might be affected by human disturbance. Over the next five years the Bay Center should increase and stabilize its permanent staff for maximum research productivity to an optimum number of 15 professionals. The Bay Center conducts a major program of pollution studies, and watershed monitoring must be continued. Until recently, these efforts were supported by federal grants and contracts. Such funds may not be available in future years, and a review of alternative funding sources will occur in FY 1979.

The objective of education and public information activities at the Center is the improvement of the quality and effectiveness of outdoor-centered education and maximum utilization of the Center's research findings by federal and state agencies, concerned private organizations, and the general public. Over the next five years, the Center expects to expand this program by increasing the educational opportunities available to the public, increasing expert-led nature walks, and focusing on the family experience in a natural setting.

As noted in the facilities plan, the Center will continue to develop facilities in future years by adding a new laboratory wing/administrative complex, by evaluating alternatives regarding erosion control for the Poplar Islands, and by renovating the so-called "Calf Barn" building for added research space and library needs. Funds will be sought for phased facility development over the planning period.

Astrophysical Observatory. Over the next five-year period, the highest priority of the Observatory will be to complete and make operational the multi-mirror telescope on the peak of Mount Hopkins, Arizona. This revolutionary instrument will allow for a better understanding of extra-galactic processes and will improve scientific efforts in infrared astronomy. Staff and funding increases will be needed to utilize and maintain the telescope fully and the Institution can usefully apply the special \$300,000 appropriation received in FY 1979 toward these ends.

In addition, in FY 1980 and subsequent years there will be increased emphasis and support needed for various aspects of theoretical astrophysics, high energy, and X-ray astronomy. The Langley-Abbot Program needs added resources to strengthen the Observatory's efforts in solar research, and resources will be needed to correct some administrative and program imbalances that have resulted in the federal and trust funded areas over the years because of the heavy dependence on federal grants and contracts.

Development of facilities at Mount Hopkins is required to complement the expanded program there as a result of the installation of the multiple mirror telescope. The requirements are reflected in the maintenance and facilities estimates in this document.

Radiation Biology Laboratory. Over the next five years, additional technical support must be provided to senior staff scientists who have been functioning for several years with little or no support staff. Additional resources also would be used to bring visiting scholars to the Laboratory to participate in collaborative research projects and a small amount would be used to develop equipment for monitoring various light bands.

An important issue facing the Radiation Biology Laboratory at this time is the continuing effort to obtain a greenhouse laboratory at its present leased quarters in Rockville, Maryland. The absence of such a facility over the past eight years has seriously impaired the Laboratory's research capabilities. It now appears that a greenhouse may be acquired of significantly lesser capability than required. The present Rockville lease (including available options) expires in 1990. The Institution will consider the possibility of relocating the Laboratory to a Smithsonian-owned site where adequate research facilities could be available. At present, the Zoo's Conservation Center in Virginia is being reviewed as an appropriate location which could provide additional opportunities for joint research projects with the staff of the Zoological Park. Planning funds for development of a permanent Laboratory at Front Royal are scheduled to be sought in the future.

Tropical Research Institute. The Smithsonian Tropical Research Institute provides the principal focus for the nation's basic research effort in the tropics. In addition to fundamental environmental research, the Institute has a responsibility to promote education and conservation in the tropics. The Institute maintains a series of land holdings, including the world famous Barro Colorado Island, as field sites for tropical studies. Under the recent Panama Canal Treaty, the Institute is designated as the custodian of the Barro Colorado International Nature Monument, which includes not only the Island but also four adjacent peninsulas in Gatun Lake.

During the next five years, the Tropical Research Institute will undergo a major change as a result of the Panama Canal Treaties. Services formerly available to it from the Panama Canal Company and the Department of Defense (such as mail services, personnel services, customs, commissary access, labor and immigration services, etc.) will cease. In addition, an effective program to conserve and utilize newly acquired lands needs to be developed in conjunction with the broader educational and conservation program. The Government of Panama is increasingly calling upon the Institute for advice on environmental and conservation matters. It is apparent that it is in the best interest of the U.S. that the Institute should meet this obligation to its host country. In order to help do this, additional staff and funds are being sought beginning in FY 1980. It is difficult to predict at this time what further resources will be needed as a result of the Treaty in subsequent years, but funds should be provided for the development of an educational park on Bohio Point, research activities, facilities (see that section of this plan), educational projects, and added administrative expenses.

In addition to its treaty-related expenses, the Institute will seek additional core staff and attempt to develop the appropriate support. Other resources may be needed to provide for the marine program which may engage in any future studies and decisions on a Sea Level Canal and comparative research at Old World sites.

New facilities funding will be sought in future years with particular emphasis on the continued development of the Tivoli (Ancon) site. Plans for a new library and laboratory will be the major items needed. Renovation of old and potentially hazardous buildings on the Island will be required, and expansion of the marine facilities at the Pacific and Atlantic laboratories, Naos Island and Galeta Point, will be undertaken.

Other Programs. The Fort Pierce Bureau conducts research in marine biology with emphasis on life history studies and the systematics of selected marine organisms of the Indian River, Florida, and the nearby continental shelf. This bureau is supported totally with trust funds and is expected to remain stable in terms of resources and manpower over the next five years.

Two special institutional activities, the Fellowship and the Research Awards Programs, are anticipated to increase over the next five years. The Fellowship Program could expand to allow the number of pre- and post-doctoral fellows to grow from approximately 40 to 80. The Program was funded through FY 1978 with federal appropriations, but in FY 1979 and future years direct fellowship support will be provided through non-appropriated unrestricted trust funds, with a corresponding decrease in funds required from federal sources. Administrative salaries and other expenses will continue to be sought through the appropriations process. Growth in the number of fellowships in future years will be dependant upon the availability of unrestricted trust resources. The Fellowship Program is widely endorsed by the Smithsonian staff but cannot serve the current demand from students who are seeking to do research at the Institution.

The Research Awards Program, supported with federal appropriations, is also enthusiastically endorsed by the Smithsonian staff; the program supports creative research projects and maintains a high degree of productivity. As in universities, the ability of the Smithsonian to fund special lines of investigation is important to its research productivity. Barring unforeseen changes in the nation's research policies, the availability of additional funds will continue to be a very high priority so that the Institution can maintain its leadership in basic research.

A recent reorganization has placed the administration of the Fellowship, special Foreign Currency, and Research Awards Programs together for increased efficiency in serving the scholarly community within and outside the Institution. No additional federal resources over the next few years are expected to be necessary for the administration; however, increases in the appropriations of excess foreign currencies for important and timely projects will be sought through the annual budget process. A new project for which excess foreign currencies are being sought in the FY 1980 budget is to provide for the U.S. contribution for the salvage effort to preserve the ancient urban site at Moenjodaro in Pakistan. The Institution, in FY 1980, will initiate

a small and highly selective program of Regents fellowships for distinguished senior scholars. Nonappropriated unrestricted trust funds will be used to bring two or three fellows to the Institution to spend a year in residence accomplishing advanced work in their areas of interest. Fellows will be selected by the Institution's Board of Fellowships and Grants. The Board is composed of bureau directors who judge the applicants for existing pre- and postdoctoral programs.

The International Environmental Sciences Program continues to pursue a directed, long-term monitoring program at two permanent Smithsonian sites--the Chesapeake Bay Center and the Tropical Research Institute--and at five temporary sites. Over the next five years, an effort will be made to strengthen the research work at these sites to monitor changes in the natural environment and to stay abreast of biological conservation affairs.

An outside review panel, in evaluating the programs at the Chesapeake Bay Center for Environmental Studies and the Smithsonian Tropical Research Institute, recently endorsed long-term environmental monitoring as an activity which matches the basic aims and purposes of the Institution's research programs. Increased funding will allow emphasis to be placed on defined parameters of watershed monitoring and on changes in marine indicators at the permanent stations. In addition, resources will be applied toward developing information from computer banks for use by land managers, and toward the establishment of monitoring sites in the Caribbean and Indo-Pacific basins.

Science Resource Growth. Overall, science resources may approach \$62,500,000 in FY 1984 from FY 1978 levels of \$52,300,000. Scientific research grants and contracts are projected to remain relatively stable. The Institution's scientists continue to hope that at some point they may again compete for National Science Foundation grants. Restricted and unrestricted trust support of scientific efforts may increase by as much as \$1,900,000. The balance of funding will be sought through the appropriations process, principally for operations and programs of the Astrophysical Observatory, the Natural History Museum, the Tropical Research Institute, and the Zoological Park.

SMITHSONIAN INSTITUTION
FY 1978 AND PRODUCED THROUGH FY 1984

TABLE 3 (1)

SCIENCE	FY 1976			FY 1979			FY 1980			FY 1981			FY 1982			FY 1983			FY 1984		
	F/T EMP.	\$ (000)																			
Assistant Secretary																					
Federal Sci.	7	285	7	298	7	302	7	302	7	302	7	302	7	302	7	302	7	302	7	302	
Unrestricted Trust	-	73	-	47	-	47	-	47	-	47	-	47	-	47	-	47	-	47	-	47	
Restricted Trust	-	54	-	60	-	53	-	50	-	50	-	50	-	50	-	50	-	50	-	50	
Federal Grants	-	418	-	200	-	200	-	200	-	200	-	200	-	200	-	200	-	200	-	200	
6 Contracts	-	610	-	605	-	610	-	610	-	610	-	610	-	610	-	610	-	610	-	610	
Subtotal	14	813	7	866	7	866	14	866	14	866	14	866	14	866	14	866	14	866	14	866	
(Center for the Study of Man)																					
Federal Sci.	15	813	7	574	7	586	14	600	16	635	18	675	20	715	-	-	-	-	-	-	
Unrestricted Trust	-	3	-	2	-	115	-	100	-	100	-	100	-	100	-	100	-	100	-	100	
Restricted Trust	-	15	2	86	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Federal Grants	-	62	-	75	-	75	-	75	-	75	-	75	-	75	-	75	-	75	-	75	
6 Contracts	-	923	-	735	-	735	-	735	-	735	-	735	-	735	-	735	-	735	-	735	
Subtotal	16	923	9	705	7	705	14	700	16	735	18	775	20	815	-	-	-	-	-	-	
Chesapeake Bay Center for Environmental Studies																					
Federal Sci.	21	626	22	692	21	706	25	890	28	1,039	30	1,100	30	1,100	30	1,100	30	1,100	30	1,100	
Unrestricted Trust	17	145	13	214	13	214	14	71	14	72	14	80	14	80	14	80	14	80	14	80	
Restricted Trust	-	1	-	11	-	11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Federal Grants	-	487	-	300	-	300	-	300	-	300	-	300	-	300	-	300	-	300	-	300	
6 Contracts	-	1,259	-	1,214	-	1,214	-	1,214	-	1,214	-	1,214	-	1,214	-	1,214	-	1,214	-	1,214	
Subtotal	47	4,707	42	4,707	29	4,707	32	4,707	34	4,707	36	4,707	36	4,707	36	4,707	36	4,707	36	4,707	

APPENDIX B
APPLICATION OF SCIENCE OPERATING FUNDS
FY 1978 AND PROJECTED THROUGH FY 1984

TABLE 3 (2)

SCIENCE	FY 1978 F/T EMP., \$ (000)	FY 1979 F/T EMP., \$ (000)	FY 1980 F/T EMP., \$ (000)	FY 1981 F/T EMP., \$ (000)	FY 1982 F/T EMP., \$ (000)	FY 1983 F/T EMP., \$ (000)	FY 1984 F/T EMP., \$ (000)
Fort Pierce Bureau							
Federal SGE	-	-	-	-	-	-	-
Unrestricted Trust	11	338	11	478	11	483	11
Restricted Trust						500	12
Federal Grants						525	12
6 Contracts						550	12
Subtotal	11	338	11	478	11	483	11
International Environmental Science Program							
Federal SGE	2	367	2	394	2	397	2
Unrestricted Trust						447	2
Restricted Trust						527	2
Federal Grants						572	2
6 Contracts						-	-
Subtotal	2	367	2	394	2	397	2
National Air & Space Museum							
Federal SGE	230	5,777	229	5,741	227	5,794	231
Unrestricted Trust	24	970	24	1,271	24	4,227	24
Restricted Trust		(684)		(728)		(892)	
Federal Grants	4	39	2	79	1	85	1
6 Contracts						50	1
Subtotal	260	6,962	260	7,341	257	7,242	261

APPLICABILITY OF SCIENCE OPERATING FUNDS
FY 1978 AND PROJECTED THROUGH FY 1984

TABLE 3 (3)

SCIENCE	FY 1978			FY 1979			FY 1980			FY 1981			FY 1982			FY 1983			FY 1984		
	F/T 1984 ^a	\$ (000)																			
National Museum of Natural History																					
Federal Sd:	498	12,447	5,03	13,367	5,06	11,266	510	14,966	515	15,266	515	15,560	515	14,598	515	14,598	515	14,598	515		
Unrestricted Trust	5	407	2	160	1	156	1	150	1	170	1	175	1	175	1	175	1	175	1		
Restricted Trust	3	474	3	(2)	384	2	374	2	350	2	350	2	360	2	360	2	360	2	360		
Federal Grants	34	1,011	59	1,015	19	1,453	45	1,100	50	1,200	50	1,200	50	1,200	50	1,200	50	1,200	50		
Contracts	5,37	14,339	547	14,926	538	15,954	538	16,566	568	16,986	568	17,244	568	16,273	568	16,273	568	16,273	568		
Subtotal																					
National Zoological Park																					
Federal Sd:	325	7,584	321	7,914	324	8,477	356	8,465	341	8,665	341	8,854	341	9,098	341	9,098	341	9,098	341		
Unrestricted Trust	3	84	3	70	3	72	3	60	3	55	3	60	3	60	3	60	3	60	3		
Restricted Trust	1	96		52		54		40		50		50		50		50		50		50	
Federal Grants																					
Contracts	5	94	3	70	3	78	3	100	4	150	3	100	3	100	3	100	3	100	3		
Subtotal	3,54	7,855	330	8,136	350	8,384	342	8,665	348	8,920	350	9,064	350	9,308	350	9,308	350	9,308	350		
Office of Fellowships and Grants																					
Federal Sd:	11	691	10	215	10	224	10	224	10	224	10	224	10	224	10	224	10	224	10		
Unrestricted Trust	1	17	1	617	1	747	1	747	1	748	1	749	1	750	1	751	1	751	1		
Restricted Trust	-	11	-	14	-	13	-	10	-	-	-	-	-	-	-	-	-	-	-		
Federal Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Subtotal	12	719	11	876	11	984	11	978	11	969	11	970	11	972	11	972	11	972	11		

SMITHSONIAN INSTITUTION
APPLICATION OF SCIENCE OPERATING FUNDS
FY 1978 AND PROJECTED THROUGH FY 1984

TABLE 3 (J)

SCIENTIFIC	FY 1978 E/T EMPL. (\$000)	FY 1979 E/T EMPL. (\$000)	FY 1980 E/T EMPL. (\$000)	FY 1981 E/T EMPL. (\$000)	FY 1982 E/T EMPL. (\$000)	FY 1983 E/T EMPL. (\$000)	FY 1984 E/T EMPL. (\$000)
Research Awards Program							
Federal Sqd. Unrestricted Trust	103	397	457	607	707	807	907
Restricted Trust	-	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-	-
6 Contracts	-	-	-	-	-	-	-
Subtotal	103	397	457	607	707	807	907
Radiation Biology Laboratory							
Federal Sqd. Unrestricted Trust	48	4,755	49	1,867	51	1,912	52
Restricted Trust	6	-	-	-	-	-	-
Federal Grants	19	1	32	15	25	25	25
6 Contracts	2	92	3	101	3	100	3
Subtotal	50	1,838	52	1,895	52	1,923	55

SMITHSONIAN INSTITUTION
FY 1978 AND PROJECTED THROUGH FY 1984
APPLICATION OF SCIENTIFIC OPERATING FUNDS

TABLE 3 (5)

SCIENTIFIC PROGRAM	FY 1978			FY 1979			FY 1980			FY 1981			FY 1982			FY 1983			FY 1984		
	F/T EMP.	\$ (000)	F/T EMP.	\$ (000)	F/T EMP.	\$ (000)	F/T EMP.	\$ (000)	F/T EMP.	\$ (000)	F/T EMP.	\$ (000)	F/T EMP.	\$ (000)	F/T EMP.	\$ (000)	F/T EMP.	\$ (000)	F/T EMP.	\$ (000)	
Smithsonian Astrophysical Observatory																					
Federal Sdg.	73	4,613	73	4,784	73	4,881	78	5,034	83	5,243	86	5,359	86	5,359	86	5,359	86	5,359	86	5,359	
Unrestricted Trust	70	1,896	74	1,925	74	1,959	74	2,105	74	2,255	74	2,405	74	2,605	74	2,605	74	2,605	74	2,605	
Overhead Recovery	(1,811)		(1,870)		(1,946)		(2,100)		(2,250)		(2,400)		(2,600)		(2,600)		(2,600)		(2,600)		(2,600)
Restricted Trust	130	3	311	3	311	3	355	4	350	3	300	3	300	3	300	3	300	3	300	3	300
Federal Grants	152	81254	158	9,688	127	9,432	157	9,500	141	9,700	135	9,900	135	10,000	135	10,000	135	10,000	135	10,000	
6 Contracts	114	893	308	16,708	277	16,627	213	16,939	304	17,498	298	17,964	300	18,564	300	18,564	300	18,564	300	18,564	
Subtotal	298	(1,811)	(1,870)																		
Smithsonian Tropical Research Institute																					
Federal Sdg.	65	1,413	67	1,801	72	2,157	77	2,403	80	2,458	83	2,558	83	2,558	83	2,558	83	2,558	83	2,558	
Unrestricted Trust	2	128	3	127	3	133	3	130	3	125	3	110	3	110	3	110	3	110	3	110	
Restricted Trust		(62)		(32)		(34)		(33)		(30)		(35)		(35)		(35)		(35)		(35)	
Federal Grants		41	1	73	1	75	1	100	1	100	1	100	1	100	1	100	1	100	1	100	
6 Contracts		14	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	
Subtotal	67	1,926	(62)	71	2,007	(32)	76	2,465	(34)	81	2,633	(33)	84	2,795	(35)	87	2,873	(35)	87	2,873	(35)

TABLE 3 (b)

SMITHSONIAN INSTITUTION
APPLICATION OF SCIENCE OPERATING FUNDS
FY 1978 AND PROJECTED THROUGH FY 1984

HISTORY AND ART

History and Art at the Smithsonian is defined to embrace the following organization units: the Museum of History and Technology, which is primarily concerned with American history and the history of technology; the Collection of Fine Arts, which is the Smithsonian's museum devoted to the history of American art along with its subsidiary, the Renwick Gallery, which displays decorative arts and crafts; the Portrait Gallery, which studies American biographical history through the various media of portraiture; the Hirshhorn Museum and Sculpture Garden, which is the Smithsonian's museum of modern art; the Freer Gallery of Art, which covers the broad fields of Near and Far Eastern art; the Cooper-Hewitt Museum, which deals with decorative arts and design; the Archives of American Art, the nation's largest repository of documentary materials pertinent to the study of American art history; the Office of American and Folklife Studies, which conducts programs of graduate education in American material culture and coordinates the Institution's activities in folklife studies and presentations; the Joseph Henry Papers Project, which edits and publishes the papers of Joseph Henry, the first Secretary of the Smithsonian and a leading scientist in the mid-1800's; and the Office of the Assistant Secretary for History and Art, which provides overall guidance and coordination.

Each of the History and Art museums has its own physical plant, its own distinctive collections, its own specialized staff, and, most importantly its own character and sense of purpose. Although the Freer Gallery of Art opened more than 50 years ago, the preponderant activity in History and Art at the Smithsonian has been developed largely over the last fifteen years, in most instances following specific enactments by the Congress. The budgets for History and Art activities have grown at a measured pace, and most of the bureaus are now reasonably well funded to carry out at least the basic charge each has been given.

Current Resources and Support

Current funding for History and Art activities consists of a mixture of appropriated federal funds, infrequent federal grants and contracts, nonappropriated restricted trust funds, and allocations of nonappropriated unrestricted trust funds. In FY 1978, resources available to History and Art programs amount to approximately \$19,600,000 and 701 full-time positions. About 78 percent of the dollar figure and 39 percent of the personnel represent federally appropriated support for basic exhibit, research, education, and administrative activities of the

museums and galleries. Most of the balance consists of resources associated with unrestricted and restricted trust operations, with only a small portion originating in federal grant and contract work. A breakdown follows:

<u>Source of Funds</u>	FY 1978	
	<u>Full-Time Employment</u>	<u>Funds (\$000s)</u>
Federal Salaries		
& Expenses	616	\$15,397
Unrestricted trust	26	1,114
Restricted trust	48	2,866
Federal Grants		
& Contracts	11	266
Total	701	\$19,643

Unrestricted trust fund support is concentrated primarily in the Cooper-Hewitt Museum, Collection of Fine Arts, Museum of History and Technology, and the Folklife Program. Restricted trust fund support is largely directed to the operations associated with the Freer Gallery of Art, the Cooper-Hewitt Museum, and the Archives of American Art. Only minor amounts of federal grant and contract work are present in the Portrait Gallery, the Joseph Henry Project, and the Cooper-Hewitt Museum.

Generally, the larger of the History and Art bureaus--the Museum of History and Technology, the Collection of Fine Arts, the Hirshhorn Museum and Sculpture Garden, the Portrait Gallery--are supported predominantly with federal funds. Their exhibition, research, collections management, and building operations comprise their major expenses. Each of these museums, however, has small amounts of trust funds (at most about 7 percent of the total resources) made available by donors for specific purposes and from proprietary activities (bookstores, museum shops, cafeterias and the like) on their respective premises. These latter funds are used for a variety of program purposes, especially for financing collection acquisitions.

The smaller History and Art bureaus--the Freer Gallery of Art, Cooper-Hewitt Museum, Archives of American Art, Joseph Henry Papers, and Office of American and Folklife Studies--work with more evenly mixed financing. The Freer's principal programs are financed by the income from a restricted endowment fund established by Mr. Freer's will; federal funds support the costs of protecting and managing the collections and building, and general administration. The Cooper-Hewitt Museum receives an annual allocation of Smithsonian unrestricted trust funds to support its programs. Federal funds will support a portion of the exhibit program beginning in 1979, the costs of maintaining and protecting the

building and collections, and a share of administrative costs. The Archives of American Art's Board of Trustees raises about \$250,000 each year to support about one-third of the Archives' program, and the Joseph Henry Papers project receives grant support from the National Historic Records and Publications Commission and the National Academy of Sciences. The Office of American and Folklife Studies receives an annual allocation of Smithsonian unrestricted trust funds to support a major portion of its staff and (beginning in 1979) will support about one-third of the costs of the annual Festival of American Folklife.

In addition to this general pattern of fund availability and use, the History and Art units are eligible for allocations from the trust fund Acquisitions, Research, and Educational Outreach Programs, and from the federally funded Research Awards and Foreign Currency Programs. They also enjoy the presence of pre- and postdoctoral research fellows selected competitively through the Smithsonian's fellowship awards program and funded with nonappropriated unrestricted trust funds.

Future Year Perspective

Some of the world's richest collections in American art and material culture are found in the museums of the Smithsonian Institution. They range from large holdings of decorative arts--furniture, silver, textiles, porcelain and glass--to folk arts and the fine arts, including major collections of paintings, sculpture, prints, and drawings. Supporting the collections are unparalleled resource materials such as photographs, libraries, the Archives of American Art and the Inventory of American Paintings, as well as recognized scholars working in various areas of American art and history.

By virtue of the richness and diversity of the Smithsonian's collections and its documentary and staff resources, the Institution has become in fact a major center for the study of American art and material culture. This center can and should be strengthened by building up its individual parts, including research programs, exhibitions, teacher-training, lectures, and courses. Some new scholarly positions and funding for expanded publication and fellowship programs will be required. If the Trade Commission Building were to become available to the Institution, it could well serve as the focus for these activities in American studies.

Complementing this effort, each History and Art unit will be seeking to maintain high performance in all program areas, devoting special attention to selected high priority initiatives. For example, the Archives of American Art will intensify work on its collections of photography while continuing to collect and preserve important archival materials. Other priorities include developing more acquisition funds for both the Freer Gallery and the Portrait Gallery. For the Freer Gallery, the decline in real returns from its endowment has seriously

impaired the ability to purchase important works needed to fill gaps in the collections. The market price of American art and portraits has increased dramatically. The Portrait Gallery, in particular, has a strong need for increased acquisition funds; because of its recent establishment as the only museum of its kind in the country, it bears a unique responsibility in the area of developing national collections of portraits of significant figures in American history. For its part, the Hirshhorn Museum and Sculpture Garden will observe its tenth anniversary in 1984 with a major anniversary exhibition and publication of Volume II of the Museum's Catalog of its collection.

To meet the goals outlined for the next five years, it will be necessary throughout History and Art to add staff positions, primarily in collections management and conservation, in exhibits, and in subject areas where important collections are now untended. To this end, budgetary adjustments within bases will be made and some new resources, both federal and trust, will be sought.

The Museum of African Art. With the enactment of authorizing legislation in the last session of Congress, preparations are being made to accept title to this Museum upon passage of an FY 1979 supplemental appropriation request, to be transmitted to the Congress in January, 1979, should the Office of Management and Budget approve. Approximately \$1,000,000 in federal funds annually should prove sufficient to operate a full range of museum programs, as augmented by continued fund raising efforts from the private sector which have been vital to the success of the Museum to date. Consonant with Senate views, in which the Institution concurs, a new location for the Museum is to be identified and steps taken to move the Museum into quarters better suited to its long term development. The present plan is to provide a new home for the Museum within the comprehensive development of the Quadrangle south of the Smithsonian Building assuring the safety of the collections, visitors and staff in the interim by maintaining the Capitol Hill townhouses which now house the Museum with modest expenditures from the Federal R&R budget. Proceeds from the eventual sale of the museum's Capitol Hill properties (after providing for the preservation of the Museum's principal structure, the Frederick Douglass House, under some appropriate aegis) could be used to help offset the costs of constructing the new building. The prospect of integrating this new Museum into the Smithsonian, not just programmatically but physically, is a very welcome one, and one which will be a high priority for the Institution during this five year period. Construction or rehabilitation costs, moving costs, and any differential in operating costs occasioned by such a development are not predictable at this time.

Trade Commission Building. Located directly across F Street from the Fine Arts and Portrait Galleries Building, and representing a superb historical structure worthy of restoration and permanent care, this

facility represents a potential "target of opportunity" for the Smithsonian, one which could solve space problems increasingly experienced by the Collection of Fine Arts, the Portrait Gallery, and the Archives of American art, housing the library, archival resources, and study collections of these activities, as well as providing space for public exhibitions, lectures, and classes.

The prospects of acquiring, restoring and using this historic building are difficult to predict, however. A new home would have to be found for the U.S. International Trade Commission, the building's principal tenant, and substantial appropriations, on the order of \$15,000,000, would be necessary for its rehabilitation. Nonetheless, with the cooperation of the General Services Administration, the Smithsonian expects to be working toward these ends over the next five years. It is hoped that at least the first step in this process could be achieved by 1983 as noted in the Facilities portion of this plan.

Collections Management. Collections acquisitions and management are areas which are expected to improve substantially in the next five years. The recently created trust fund of \$1,000,000 a year for the purchase of major objects will permit adding objects of outstanding importance to the Institution's Collections. Management of the collections, involving inventory control procedures, conservation, improved storage facilities at Suitland, Maryland, and modern record keeping need renewed attention, especially in the Museum of History and Technology, which contains by far the largest and most diverse history and art holdings. A plan for inventorying collections by mid-FY 1983 in all museums was issued in September 1978. The plan provides for spot-checks and formal inventory reports. Redirection of base resources, and the additional FY 1979 appropriation for inventory activities as approved by Congress, is helping to get these improvement efforts underway. By 1983, with the help of some additional support, the highest standards of collection control should have been achieved in all History and Art bureaus.

As part of this effort, various Institution-wide collection surveys will be conducted, resulting in published finders' guides and consolidated catalogues. In numerous fields related objects (e.g., prints and drawings, decorative arts, and photographs) are collected and preserved by several Smithsonian museums. Centrally available information about such objects will improve their usefulness for Smithsonian staff, outside scholars, and the interested public. The development of these new information tools is accorded a high priority.

Museum of History and Technology. The Museum of History and Technology, presently headed by an acting director, will have a new permanent director in FY 1979. Among the most important responsibilities of this position, apart from collections management, will be to develop and carry out a master plan for the Museum's exhibits and to develop a revitalized research program for the professional staff and visiting scholars (including the possibility of creating within the Museum a

Joseph Henry Institute, devoted to the history of American science and technology). In addition, the Museum will also be developing several major exhibitions--notably one marking George Washington's 250th birthday and a new presentation for the Arts and Industries Building.

Folklife Program. The Smithsonian's folklife program will continue to present an annual festival of American folklife, grounded firmly in the research interests and professional strengths of the Smithsonian's constituent museums. A small core staff of folklife specialists in the Folklife Unit will coordinate and guide the planning and execution of annual festivals, encourage research publication projects and serve as principal contacts for the development of cooperative programs with the American Folklife Center in the Library of Congress and the folklife program staff of the National Endowment for the Arts. The Smithsonian's Folklife Advisory Council will continue to review the appropriate role of all Smithsonian museums and research units in the development of an adequately staffed and well-rounded folklife program for the Institution. On their recommendation, a few new positions will be sought over the years for folklife specialists who will serve on the scholarly staffs of Smithsonian museums.

Other Programs. Other priorities within History and Art through 1984 are largely related to improved physical facilities. Federal funding for completion of Hirshhorn Sculpture Garden improvements to accommodate the handicapped is essential. Enclosure of the Freer Gallery of Art's courtyard would also do much to capture additional usable space at modest cost. Efforts to raise private funds for an additional museum of oriental art will continue. Exploration for donors to support renovation of the Miller House has begun. This structure adjoins the Carnegie Mansion. Both comprise the Cooper-Hewitt Museum in New York City. These various renovation efforts represent by far the largest need for new funding on the part of History and Art bureaus of the Smithsonian. Progress on all of these facility requirements is expected by FY 1984.

Significant adjustments (approximately 3 percent of the total History and Art current federal appropriation) were provided in the Institution's FY 1979 budget in order to begin moving toward the collection management needs of the Museum of History and Technology, strengthening of the folklife program, and the exhibition requirements of the National Collection of Fine Arts. For FY 1980, additional reprogrammed base resources will permit the beginnings of a conservation capability at the National Museum of History and Technology for wooden, paper, textile, and metal objects.

New resources, both federal and trust, in FY 1980 and beyond will be needed to continue improvements initiated within the History and Art base. Such programmatic growth presently foreseeable is limited to

carefully chosen areas--acquisition and care of the collections, folklife support, the Museum of African Art, revitalizing the Museum of History and Technology, and improved physical facilities.

History and Art Resource Growth. In FY 1984, resources in History and Art are expected to approach \$27,500,000 from the present FY 1978 level of about \$19,600,000 with about \$1,000,000 of the growth reflected in federal appropriations associated with operations of the Museum of African Art. Trust funds are forecasted to increase by about \$1,300,000 largely as a result of expectations regarding restricted fund expenses associated with the Freer Gallery of Art, the Cooper-Hewitt Museum, and the Museum of African Art.

SMITHSONIAN INSTITUTION
APPLICATION OF HISTORY AND ART OPERATING FUNDS
FY 1978 AND PROJECTED THROUGH FY 1984

TABLE 4 (1)

HISTORY & ART F/T Emp.	FY 1978		FY 1979		FY 1980		FY 1981		FY 1982		FY 1983		FY 1984	
	F/T Emp.	\$ (000)												
Assistant Secretary														
Federal Sdg.	4	128	4	139	4	145	4	145	4	145	4	145	4	145
Unrestricted Trust	1	76	1	83	1	64	1	66	1	67	1	68	1	71
Restricted Trust	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
h Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal	5	204	5	222	5	209	5	211	5	212	5	213	5	216
American Folklife Studies														
Federal Sdg.	4	276	4	359	4	161	8	365	8	537	8	537	8	537
Unrestricted Trust	11	163	8	304	8	374	8	420	8	420	8	420	8	420
Restricted Trust	2	16	2	31	2	50	-	50	-	50	-	50	-	50
Federal Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
h Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal	24	516	11	738	12	885	16	1,035	16	1,042	16	1,007	16	1,007
Archives of American Art														
Federal Sdg.	17	458	17	473	17	519	19	586	20	616	21	617	21	617
Unrestricted Trust	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Restricted Trust	13	300	13	269	13	253	13	253	13	253	13	253	13	253
Federal Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
h Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal	30	758	30	742	30	772	32	839	33	869	34	900	34	911

TABLE 4 (21)
SMITHSONIAN INSTITUTION
APPLICATION OF HISTORY AND ART OPERATING FUNDS
FY 1978 AND PROJECTED THROUGH FY 1984

HISTORY & ART	FY 1978		FY 1979		FY 1980		FY 1981		FY 1982		FY 1983		FY 1984	
	F/F 1801.	\$ (000)												
Cooper-Hewitt Museum														
Federal S/EE	19	349	20	543	21	623	23	650	24	702	24	727	25	761
Unrestricted Trust	11	384	12	500	12	320	12	335	12	350	12	350	12	376
Restricted Trust	13	900	13	783	13	857	13	900	13	950	13	1,000	13	1,000
Federal Grants														
F Contracts														
Subtotal	43	1,672	15	1,687	46	1,800	48	1,870	49	1,987	49	2,077	50	2,152
Freer Gallery of Art														
Federal S/EE	30	576	30	603	29	626	31	816	32	909	33	972	33	1,012
Unrestricted Trust	-	1	-	-	-	-	-	-	-	-	-	-	-	-
Restricted Trust	17	956	20	1,070	22	1,098	22	1,100	22	1,450	22	1,450	22	1,200
Federal Grants														
F Contracts														
Subtotal	47	1,533	50	1,673	51	1,724	53	1,916	54	2,359	55	2,422	55	2,322
Smithsonian Museum														
Federal S/EE	83	2,034	80	2,416	80	2,184	85	2,437	86	2,610	86	2,810	88	2,494
Unrestricted Trust	-	32	-	63	-	80	-	63	-	64	-	64	-	64
Restricted Trust	-	19	-	108	-	350	-	50	-	50	-	50	-	50
Federal Grants														
F Contracts														
Subtotal	83	2,085	80	2,287	80	2,614	85	2,550	86	2,724	86	2,924	88	2,308

SMITHSONIAN INSTITUTION
APPLICATION OF HISTORY AND ART OPERATING FUNDS
FY 1978 AND PROJECTED THROUGH FY 1984

TABLE 4 (3)

HISTORY & ART	F/Y 1978 \$ (000)	FY 1978			FY 1979			FY 1980			FY 1981			FY 1982			FY 1983			FY 1984		
		F/Y 1978 \$ (000)	F/Y 1978 \$ (000)	F/Y 1978 \$ (000)	F/Y 1979 \$ (000)	F/Y 1979 \$ (000)	F/Y 1979 \$ (000)	F/Y 1980 \$ (000)	F/Y 1980 \$ (000)	F/Y 1980 \$ (000)	F/Y 1981 \$ (000)	F/Y 1981 \$ (000)	F/Y 1981 \$ (000)	F/Y 1982 \$ (000)	F/Y 1982 \$ (000)	F/Y 1982 \$ (000)	F/Y 1983 \$ (000)	F/Y 1983 \$ (000)	F/Y 1983 \$ (000)	F/Y 1984 \$ (000)	F/Y 1984 \$ (000)	F/Y 1984 \$ (000)
Joseph Henry Papers																						
Federal Site	4	115	5	119	5	158	6	188	8	230	9	272	9	295								
Unrestricted Trust		3	-	1	-	1	1	50	1	50	1	50	1	50								
Restricted Trust		1	-	-																		
Federal Grants		-																				
Federal Contracts		2	-	49	1	18	19	1	25	1	25	1	25	1	25							
Subtotal	6	168	6	168	6	178	8	203	10	305	11	347	11	370								
Museum of African Art																						
Federal Site		-	-	30	350	30	700	34	800	32	900	33	950	34	1,000							
Unrestricted Trust		-	-	-	10	350	10	350	12	400	12	400	12	400								
Restricted Trust		-	-	-	-	-	-	-	-	-	-	-	-	-								
Federal Grants		-	-	-	-	-	-	-	-	-	-	-	-	-								
Federal Contracts		-	-	-	-	-	-	-	-	-	-	-	-	-								
Subtotal		-	-	30	350	40	1,050	44	1,150	44	1,300	45	1,350	46	1,400							
National Collection of Fine Arts																						
Federal Site	106	2,928	106	3,093	105	3,210	107	3,519	107	3,743	108	3,967	108	4,191								
Unrestricted Trust	1	161(5)	-	145	-	87	-	66	-	67	-	67	-	67								
Restricted Trust	-	53	-	85	-	42	-	550	-	50	-	50	-	50								
Federal Grants		-		(15)	-	-	-	-	-	-	-	-	-	-								
Federal Contracts		-	-	-	-	-	-	-	-	-	-	-	-	-								
Subtotal	107	3,159	106	3,528	105	3,339	107	4,135	107	3,860	108	4,084	108	4,308								

SMITHSONIAN INSTITUTION
APPLICATION OF HISTORY AND ART OPERATING FUNDS
FY 1978 AND PROJECTED THROUGH FY 1984

TABLE 4 (4)

HISTORY & ART	FY 1978 F/T EMPL. (\$000)	FY 1979			FY 1980			FY 1981			FY 1982			FY 1983			
		F/T EMPL. (\$000)															
National Museum of History & Technology																	
Federal SGE	274	6,405	274	6,683	278	6,984	285	7,987	291	9,237	299	8,971	301	7,900			
Unrestricted Trust	2	253	1	236	1	243	1	250	1	255	1	275	1	275			
Restricted Trust	1	501	-	349	1	336	1	300	1	300	1	300	1	300			
Federal Grants																	
& Contracts																	
Subtotal	279	7,182	275	7,293	280	7,589	287	8,562	293	9,817	301	9,571	303	8,500			
National Portrait Gallery																	
Federal SGE	75	2,128	78	2,289	76	2,345	77	2,610	80	2,665	81	2,713	81	2,764			
Unrestricted Trust	2	40(4)	2	98	2	36	2	21	2	27	2	22	2	22			
Restricted Trust																	
Federal Grants																	
& Contracts																	
Subtotal	80	2,386	80	2,483	78	2,469	79	2,831	82	2,892	83	2,935	82	2,935			

SOUTHERN INSTITUTION
APPLICATION OF HISTORY AND ART OPERATING FUNDS
(FY 1978 AND PROJECTED THROUGH FY 1984)

TABLE 4 (5)

HISTORY & ART	FY 1978			FY 1979			FY 1980			FY 1981			FY 1982			FY 1983			FY 1984		
	B/F B/MPL.	\$ (000)																			
History & Art																					
Total																					
Federal SGI	616	15,397																			
Unrestricted Trust	26	1,114	22	1,229	22	1,205	22	20,303	22	22,291	22	22,711	22	21,965	22	21,289	22	21,289			
Restricted Trust	43	2,866	50	2,792	61	3,425	62	3,803	64	3,753	64	3,803	63	3,953	63	3,803	63	3,953			
Federal Grants																					
6 Contracts	11	206	4	118	4	94	4	50	4	50	4	50	4	50	4	50	4	50			
Gross Support	701	19,613	721	20,971	733	22,629	761	25,362	779	27,337	793	27,850	793	27,257	793	27,257	793	27,257			
(Less Portion of Expenses Related to Auxiliary and Bureau Activities)																					
(23)																					
Net Support	701	19,620	721	20,961	733	22,620	761	25,352	779	27,327	793	27,820	793	27,247	793	27,247	793	27,247			

MUSEUM PROGRAMS

Museum Programs consist of the following activities: Office of Museum Programs, Conservation Analytical Laboratory, Office of the Registrar, Office of Exhibits Central, National Museum Act, Smithsonian Institution Libraries, Smithsonian Archives, Smithsonian Institution Traveling Exhibition Service, Office of International Activities, Office of Horticulture, and South Group Building Management. These units report to the Assistant Secretary for Museum Programs and have as their chief responsibility the provision of museum management and other services to the museums and research bureaus of the Institution. In addition, they offer assistance, guidance, and technical advice to museums in the United States and abroad and work closely with national and international organizations to advance the practices, methodologies, and standards of the museum profession.

An assessment of the nature and scope of problems confronting museums in recent years, at the Smithsonian and elsewhere, must include such critical areas as: conservation treatment of collections; training of conservators and conservation technicians; development of improved collections management systems (encompassing registration, cataloguing, inventory control, security, storage, and preventive conservation); training of museum professionals in all phases of museum management and operations; and the advancement of archeometric research on the basic characteristics of materials found in collections. Such an assessment should also include attention to: the establishment of effective techniques for evaluation of museum exhibits as a means of enhancing their educational values; making available a full range of bibliographic and archival resources to support research, exhibits, and other museum functions; developing ways for sharing information and collections with other museums; and creating cooperative programs in support of constructive efforts for the preservation of cultural patrimony in all parts of the world. All of these matters are addressed by the Smithsonian's Museum Program units.

Current Resources and Support

Total resources available to Museum Programs in FY 1978 approximate \$8,000,000 and 317 full-time positions. Of this total, federal appropriations amount to \$7,121,000 and 293 positions, and support almost entirely the units' basic work, with the exception of the Smithsonian Institution Traveling Exhibition Service (SITES). SITES relies to a large extent on general unrestricted trust funds (\$575,000 in FY 1978), most of which are generated by rental fees for the exhibitions circulated. In addition, with contracts from federal agencies, SITES circulates special shows.

A breakdown for FY 1978 Museum Programs resources follows:

<u>Source of Funds</u>	FY 1978	
	<u>Full-Time Employment</u>	<u>Funds (\$000s)</u>
Federal Salaries		
& Expenses	293	\$7,121
Unrestricted Trust	24	776
Restricted Trust	-	96
Federal Grants		
& Contracts	-	45
Total	517	\$8,038

Other Museum Programs units funded by nonappropriated unrestricted trust funds in addition to federal appropriations are the Libraries, for the support of staff and related expenses, and the Smithsonian Archives, which has a small trust fund budget. The Office of Museum Programs has a revolving trust fund budget based on revenues received for handling and shipping costs for the circulation of audio-visual programs on conservation information. The borrowers of these programs, usually museums or academic institutions, are charged no rental fee for their use. The Office of Horticulture, South Group Buildings Management, and the Office of Exhibits Central also have special purpose trust fund accounts stemming from services or production efforts for trust activities; these funds are used only to sustain these services.

Future Year Perspective

The assessment of museum issues appearing in the opening paragraphs reflects the areas of concern which will continue to be addressed in the coming five-year period. Although all issues mentioned will be dealt with, three programs will receive special emphasis: conservation, in all of its aspects, including training; collections management; and library services. The Museum Support Center is especially important to the development of the Institution's conservation activities.

Museum Support Center. The Museum Support Center to be constructed at Suitland, Maryland, will provide innovative research, storage, and study facilities and now requires detailed planning. The space being developed for conservation laboratories for treatment, research, and conservation training and the systems to be established for collections management and storage will be the most advanced yet devised. The Center will yield immediate benefits to the Smithsonian, but the museum profession as a whole will also benefit from this installation. Construction appropriations of \$20,600,000 are being sought in FY 1980. The Center should be a reality and in operation by the end of FY 1983. Additional detail regarding Museum Support Center planning appears in the Facilities section.

Conservation Research, Training, and Information. Substantial program and budget growth within the Museum Programs group will occur in the Conservation Analytical Laboratory. This Laboratory will occupy the major portion of the 44,000 square foot conservation component of the Museum Support Center, in addition to the space currently occupied in the National Museum of History and Technology. The new space will be used for conservation analysis and treatment, an information center, and for conservation training. It will be designed to assure full coordination of all essential institutional conservation functions. Conservation treatment presently performed by the Laboratory in the History and Technology Building will be transferred to the new center and the existing facilities will be modified for specialized analytical tasks, including archeometric research, requiring expanded use of equipment and services already installed there.

Proper utilization of the new facilities will require a significant increase in staff. The phasing of this growth is tied closely to the planning, construction, and occupancy of the Support Center and takes into account the difficulty of recruiting highly qualified conservators, scientists, and conservation instructors. During this period, the Laboratory will acquire equipment and instrumentation for its new facilities, develop improved information gathering and retrieval systems, and plan study and training courses for future trainees. The central Laboratory will also undertake the fumigation of all collections to be transferred to the storage areas of the Support Center.

Although these preparations will place heavy demands on the Laboratory over the next several years, existing programs must continue. A number of areas have been identified requiring emphasis and attention in the interest of preservation and care of the Institution's collections. In 1979, the Laboratory plans to expand its monitoring of environmental conditions in the Institution's museums as part of an effort to stabilize relative humidity in all areas housing exhibits and collections. The Laboratory will also accelerate its computerized system reports of analytical and conservation data; only one-third of the existing reports have been computerized to date. Video recordings will be made of processes conducted in the Laboratory. These can be incorporated into the audio-visual and training programs. Special programs for training Smithsonian Institution personnel in sound conservation practices will be produced to improve further the capability of the Institution to care for its collections. The Laboratory intends to extend its assistance and advice to curators in the identification and selection of objects requiring treatment, a service that is now limited. Finally, archeometric studies will be encouraged through cooperative seminars with the National Bureau of Standards and the establishment of a fellowship in archeometric research.

With the exception of resources required to develop Museum Support Center needs, the Laboratory can meet its objectives with expected FY 1980 levels of resources. For the expanded operations to be conducted

in the Museum Support Center, including conservation training, federal appropriations must increase substantially. It is expected also that special equipment will be needed as the program develops, and the Institution may budget trust funds for some of these requirements as they become better defined.

Collections Management. Collections management has been established as an institutional priority for the next few years. Aside from the issues and requirements associated with the Conservation Analytical Laboratory, and the specific references to collections management appearing in the Science, History and Art, and other chapters, the Office of the Registrar will play an increasingly important role through the coming five-year period. The Office has identified three administrative and technical areas on which to concentrate its energies: (1) improvement of techniques for the management of information about objects in the Institution's collections; (2) coordination of the Smithsonian's Council of Registrars; and (3) provision of logistical support for the Institution's continuing program on collections policies and management. Specific tasks to be performed by FY 1984 include: development of data standards for national and international museum data exchange; completion of a new and appropriate position classification standard for registrars, registrarial specialists and registrarial assistants of the Institution; development and implementation by 1981 of an in-house training program for Smithsonian personnel working in collection registration; participation by registrars as faculty in the training workshops conducted by the Office of Museum Programs for non-Smithsonian museum personnel; and implementation of the recommendations made in the collections management policy study completed in 1977. The Office of the Registrar can perform the coordinating and administrative functions with existing staff and resources.

To ensure full implementation of collection management policies and to facilitate progress with inventories, the Institution will seek to retain in future years the additional appropriation of \$500,000 allowed by Congress in FY 1979. These funds will support critical needs in collections management activities on a project-by-project basis including inventory control, and are an important element to achieving institutional goals in this area.

Smithsonian Institution Libraries. Specific plans for the next five years include establishing a new institutional catalogue system as a result of the Library of Congress' decision to close its catalogue in 1981; reaching an adequate book budget by 1983; extending the application of advanced computer technologies to additional phases of library operations; increasing the level of informational services offered to users; meeting the needs of new and expanded Smithsonian operations; and planning for urgently needed additional and new space, such as that proposed for rare books and other library needs in the Quadrangle development and additional decking to make existing space in the Museum of Natural History more usable.

The recent decision of the Library of Congress to close its catalogue in response to revised Anglo-American Cataloging Rules requires that the Institution act immediately to develop a new catalogue system which will include creation of a microform transportable catalogue and subsequently an on-line catalogue using automated data systems.

The Institution will strengthen the Libraries rare book program through selective additions to its current holdings. Increased funds for book purchases will be sought through the regular federal appropriations process. When unique opportunities arise trust funds will be used for the acquisition of rare books and trade catalogues.

Most if not all phases of library operations can be improved and made more efficient by installing new and advanced automated computer technologies. The Libraries will investigate and implement the use of these technologies. The ordering process, now partly automated, will be by 1980 the first component of a total on-line system. Other components, such as gift and exchange processing, in-process list, serial record, and accounting, will be developed and made effective by 1983. Additional applications of the new technologies will affect the new catalogue system mentioned earlier, conservation efforts (reports on records binding and related conservation activities), and on-line searching of external and internal bibliographic data bases covering a wide range of subjects of institutional interest. To help avoid duplication, non-Smithsonian systems such as the Ohio College Library Center and the Library of Congress Data Base will be studied carefully. It is anticipated that these techniques will produce significant economies in time and money and will improve the efficiency of operations. They will lessen the need for clerical support but will require a more technically knowledgeable staff. To this end, the Libraries will plan and conduct in-house training programs and other staff development activities to assure full participation for shifts in staff assignments. Needed funding and staff resources for this major objective are distributed among all library functions.

In preparation for wider application of computer technologies and to meet the objective of providing more timely and comprehensive informational services for its users, the Libraries will develop some of its own internal data bases for subjects inadequately covered in existing abstracting and indexing systems. Data bases similar to the National Air and Space Museum index to periodicals and other literature will be developed in fields such as museology, which in turn will be interfaced with the Conservation-Analytical Laboratory data base, and made part of the on-line access system. Plans call for addition by 1982 of seven cathode ray tube terminals with printers to be located in bureau libraries where greatest demand exists.

The Libraries plans to accommodate the requirements of new and expanding institutional programs and activities scheduled to occur during the coming five-year period. These include creating library functions at

the Mount Hopkins Observatory, the Zoo's Conservation and Research Center at Front Royal, the Museum Support Center, and the Museum of African Art. Expanded programs will occur at the Cooper-Hewitt Museum, Smithsonian Tropical Research Institute, and the Chesapeake Bay Center for Environmental Studies.

The National Museum Act. The National Museum Act (NMA) provides support to museums, professional museum associations, and academic institutions for training of museum personnel, special museological studies, and for professional and technical assistance programs for the museum community.

These grants are unique in that they concentrate fully on museological issues and give high priority to projects advancing conservation training and techniques, unlike the grant programs offered by the National Endowments which support program activities and the Institute for Museum Services which supports, for the most part, museum operational costs. NMA grant programs will be studied carefully over the next five years in conjunction with changing emphases and new initiatives on the part of these other organizations to assure that duplications and overlap will not occur. It is planned that any adjustments made to the Institution's grant programs will be to assure that the specialized museological concentration is consistently maintained. Legislation authorizing continuation of the National Museum Act through FY 1983 will be sought in the spring of 1979.

Other Programs. The museum training workshops and conservation audio-visual presentations produced by the Office of Museum Programs have met with widespread acceptance in the museum community. In the coming five years, the Office will seek to increase the quantity and enhance the quality of these presentations to meet and advance higher standards of performance within the museum profession. In addition, the Native American Museum Training activity, which has attracted the attention not only of Native American tribal groups but interested federal and local agencies as well, will receive considerably more emphasis through internships, workshops, and on-site consultations. Trust fund support for a seminar for tribal leaders and for six interns to study at the Institution, which was provided through the Public Service Outreach program, enabled this part of the museum training effort to advance appreciably in 1978.

Throughout the five-year period, the Archives will continue to develop records management programs for offices throughout the Institution. Demands upon Office of Exhibits Central will increase due, in part, to the renovation of existing exhibition areas (such as the Arts and Industries Building and the Museum of African Art), and the expansion of existing exhibit activities. In addition, new areas will require the extension of services by the Office of Horticulture; these include the East Garden and the Garden for the Handicapped (both areas are adjacent to the Smithsonian and Arts and Industries Buildings) and the Museum Support Center. New

initiatives will be undertaken by the Office of International Activities in support of research and exhibitions abroad, and some slight growth can be expected in other museum program areas. Finally, since the Smithsonian Institution Traveling Exhibition Service's federal appropriation helps to keep rental charges down for consumers of this popular service, and since inflation in production and transportation costs for traveling exhibits has increased substantially, some increase in federal appropriations will be sought by 1984. Over the last decade this service has brought to this country a large number of major exhibitions organized abroad. This international dimension came to a peak during the Bicentennial years, but the need is continuing. The ability to attract major offerings from foreign countries and institutions is limited by the inability to reciprocate with exhibitions organized primarily for showing abroad, and by the lack of funds to pay for shipping such exhibitions between nations. The Institution will be exploring ways to overcome these obstacles in the years ahead.

Museum Programs Resource Growth. By FY 1984, Museum Program resources may approach \$11,800,000 from present levels of \$8,000,000. Federal appropriations will account for most of the growth (\$3,600,000) and be concentrated in the conservation, registrar, horticulture, and library operations. Unrestricted fund support for traveling exhibitions represents most of the balance of the increase.

TABLE 5 (1)

 SMITHSONIAN INSTITUTION
 APPROPRIATION OF MUSEUM PROGRAMS OPERATING FUNDS
 FY 1978 AND PROJECTED THROUGH 1984

MUSEUM PROGRAMS	FY 1978		FY 1979		FY 1980		FY 1981		FY 1982		FY 1983		FY 1984	
	F/1 1000	\$ (000)												
Assistant Secretary														
Federal Stk.	7	246	7	255	7	264	7	304	7	323	7	341	7	341
Unrestricted Trust	-	(14)	6	-	9	-	-	-	-	-	-	-	-	3
Restricted Trust	-	97	-	-	-	-	-	-	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
G. Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal	7	331	7	268	7	268	7	304	7	324	7	341	7	341
Conservation														
Analytical														
Laboratory														
Federal Stk.	23	510	23	719	23	764	23	835	34	960	50	1,250	50	1,250
Unrestricted Trust	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Restricted Trust	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
G. Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal	23	510	23	719	23	764	23	835	34	960	50	1,250	50	1,250
National Museum Act														
Federal Stk.	3	793	3	797	3	798	3	1,000	3	1,000	3	1,000	3	1,000
Unrestricted Trust	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Restricted Trust	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
G. Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal	3	793	3	797	3	798	3	1,000	3	1,000	3	1,000	3	1,000

TABLE 5 (2)

SMITHSONIAN INSTITUTION
APPLICATION OF MUSEUM PROGRAMS OPERATING FUNDS
FY 1978 AND PROJECTED THROUGH 1984

	FY 1978		FY 1979		FY 1980		FY 1981		FY 1982		FY 1983		FY 1984	
	F/T 1mpl.	\$ (000)												
Office of Museum Programs														
.Federal S&E	11	242	12	298	12	308	14	348	15	363	16	378	16	393
.Unrestricted Trust	1	18	-	19	-	21	-	10	-	10	-	10	-	10
.(18)				(19)		(21)		-		-		-		-
.Restricted Trust	-	4	-	9	-	-	-	-	-	-	-	-	-	-
.Federal Grants &														
.Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal	12	264	12	326	12	329	14	358	15	373	16	388	16	403
Office of the Registrar														
.Federal S&E	4	100	4	109	4	110	4	110	7	113	7	113	7	113
.Unrest. Trust	-	-	-	-	-	-	-	-	-	-	-	-	-	-
.Restricted Trust	-	-	-	-	-	-	-	-	-	-	-	-	-	-
.Federal Grants &														
.Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal	4	100	4	109	4	110	4	110	7	113	7	113	7	113
Office of Exhibits Central														
.Federal S&E	50	1,141	47	1,181	47	1,199	48	1,212	56	1,336	56	1,356	56	1,356
.Unstrchr. Trust	-	15	-	21	-	6	-	5	-	5	-	5	-	5
.(5)														
.Restricted Trust	-	-	-	26	-	30	-	50	-	50	-	50	-	50
.Federal Grants &														
.Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal	50	1,151	47	1,228	47	1,235	48	1,267	56	1,391	56	1,391	56	1,366

SMITHSONIAN INSTITUTION
APPLICATION OF MUSEUM PROGRAMS OPERATING FUNDS
FY 1978 AND PROJECTED THOUGH 1984

TABLE 5 (3)

MUSEUM PROGRAMS	FY 1978			FY 1979			FY 1980			FY 1981			FY 1982			FY 1983			FY 1984		
	F/Y 1978 \$ 1000s	F/Y 1978 \$ 1000s	F/Y 1978 \$ 1000s	F/Y 1979 \$ 1000s	F/Y 1979 \$ 1000s	F/Y 1979 \$ 1000s	F/Y 1980 \$ 1000s	F/Y 1980 \$ 1000s	F/Y 1980 \$ 1000s	F/Y 1981 \$ 1000s	F/Y 1981 \$ 1000s	F/Y 1981 \$ 1000s	F/Y 1982 \$ 1000s	F/Y 1982 \$ 1000s	F/Y 1982 \$ 1000s	F/Y 1983 \$ 1000s	F/Y 1983 \$ 1000s	F/Y 1983 \$ 1000s	F/Y 1984 \$ 1000s	F/Y 1984 \$ 1000s	F/Y 1984 \$ 1000s
Office of Historical																					
Federal S&E	18	746	50	741	29	899	37	1,024	43	1,225	48	1,299	51	1,372	54	1,425	57	1,475	60	1,525	
Unrestricted Trust		15	40	40	23	40	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
Restricted Trust		6	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Federal Grants		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
6 Contracts		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Subtotal	26	741	30	780	29	922	37	1,011	43	1,215	48	1,274	51	1,357	54	1,410	57	1,467	60	1,525	
Office of Interna-																					
tion Activities		5	55	5	142	5	146	5	181	5	217	5	252	5	287	5	322	5	357	5	392
Federal S&E		5	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Unrestricted Trust		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Restricted Trust		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Federal Grants		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
6 Contracts		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Subtotal	5	55	5	112	5	116	5	181	5	217	5	252	5	287	5	322	5	357	5	392	
Smithsonian Archives																					
Federal S&E	13	303	13	307	13	334	14	316	15	346	15	316	15	346	15	316	15	346	15	346	
Unrestricted Trust	4	24	4	35	4	36	4	38	4	49	4	20	4	20	4	20	4	20	4	24	
Restricted Trust	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	
Federal Grants	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	
6 Contracts	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	
Subtotal	14	327	14	342	14	370	15	384	16	365	16	366	16	367	16	367	16	367	16	367	

SMITHSONIAN INSTITUTION
APPLICATION OF MUSEUM PROGRAMS OPERATING FUNDS
FY 1978 AND PROJECTED THROUGH 1984

TABLE 5 (4)

MUSEUM PROGRAMS	FY 1978		FY 1979		FY 1980		FY 1981		FY 1982		FY 1983		FY 1984	
	F/T EMP.	\$ (000)												
Smithsonian Libraries														
Federal S&E	97	2,204	95	2,455	96	2,594	97	2,706	103	2,765	113	2,951	128	3,185
Unrestricted Trust	7	144	9	178	9	168	9	177	9	186	9	195	9	205
Restricted Trust	-	-	-	1	-	2	-	-	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
G. Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal	104	2,348	104	2,634	105	2,764	106	2,883	112	2,951	122	3,129	137	3,390
Smithsonian Insti- tution Traveling Exhibition Service														
Federal S&E	154	6	148	6	152	9	203	9	211	9	211	9	211	9
Unrestricted Trust	15	575	14	595	14	684	14	690	14	725	14	750	14	765
Restricted Trust	-	(575)	-	(595)	-	(684)	-	(690)	-	(725)	-	(750)	-	(765)
Federal Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
G. Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal	21	774	20	787	20	847	24	943	24	996	24	1,041	24	1,076
South Group Build- ings Manager														
Federal S&E	46	657	42	684	40	722	45	754	47	779	47	779	47	779
Unrestricted Trust	-	(3)	-	-	-	-	-	-	-	-	-	-	-	-
Restricted Trust	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
G. Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal	46	654	42	684	40	722	45	754	47	779	47	779	47	779

TABLE 5 (5)

SMITHSONIAN INSTITUTION
APPLICATION OF MUSEUM PROGRAMS OPERATING FUNDS
FOR 1978 AND PROJECTED THROUGH 1984

P U B L I C S E R V I C E

Through its Public Service activities, the Institution has had considerable success in reaching national audiences over the last few years by means of publications, television and radio, lectures and conferences, live performances, and exhibition programs. Public Service organizations include the Anacostia Neighborhood Museum, the Division of Performing Arts, the International Exchange Service, the Office of Elementary and Secondary Education, the Office of Smithsonian Symposia and Seminars, the Office of Telecommunications, the Smithsonian Exposition Books Program, the Smithsonian Press, Smithsonian Magazine, and the Visitors Information and Associates' Reception Center. Over the next five years, a principal objective will be to reach a more diverse and larger portion of the general public with the Institution's presentations, publications, and other public service activities. The contents of programs and activities will emerge, as they have in the past, from accumulated Smithsonian expertise in science, history, and art, as well as the Institution's basic museum collecting and exhibiting activities.

One factor lending impetus to Public Service development over the next few years is the application of trust funds (\$500,000 in FY 1978) for education and outreach programs. These funds have been applied to support such activities as a science intern program, the Native American training program, the 1978 Folklife Festival, a program of presentations and performances for the handicapped and elderly, a pilot program for those with hearing problems who visit our museums, and a weekend film and lecture program for the general public. The application of trust funds to Public Service programs is expected to continue over the coming five years, and the projects and activities will continue to originate from, and be produced by, various organizations throughout the Institution. Such activities perform invaluable public service while at the same time relieving the taxpayer of the need for public appropriations.

Current Resources and Support

Total resources in FY 1978 devoted to Public Service activities amount to about \$28,900,000, and 196 full-time employees are at work in the various units. A breakdown of employment and expenditures follows, and unlike most other program areas of the Institution, Public Service activities receive major support from trust funds.

<u>Source of Funds</u>	FY 1978	
	<u>Full-Time Employment</u>	<u>Funds (\$000s)</u>
Federal Salaries & Expenses	81	\$ 2,211
Unrestricted trust (includes costs of sales)	114	26,536
Restricted trust	-	104
Federal Grants & Contracts	<u>1</u>	<u>77</u>
Total	196	\$28,928

Unrestricted trust fund support is, for the most part, concentrated in the expenses of Smithsonian Magazine. The Smithsonian Magazine operations and the Smithsonian Exposition Books Program are operated entirely through such funds. The Visitors Information and Associates' Reception Center is operated primarily with trust funds. Restricted purpose funds are periodically obtained for support of special activities sponsored by various units such as the Office of Symposia and Seminars, Division of Performing Arts, and the Office of Elementary and Secondary Education. Restricted fund support amounted to about \$104,000 in FY 1978.

Occasional federal grants and contracts fund portions of publications, cultural conferences and presentations, and other educational endeavors. In FY 1978, about \$91,000 of federal grant and contract work was done by the Division of Performing Arts and Smithsonian Press.

Federal appropriations largely support the publication of the basic technical and scientific series distributed by the Government Printing Office, the exchange of medical, scientific, and technical publications between this country and foreign nations, the educational activities conducted by the Office of Elementary and Secondary Education, and the core support provided for staff, exhibitions, and research of the Anacostia Neighborhood Museum. The Division of Performing Arts operates about equally from federal and trust funds; with the trust portion resulting largely from the successful record production and sales efforts.

Future Year Perspective

Over the next five years most Public Service functions will operate near their present level of federal funding, with staff and dollar resources added only to meet the most urgent needs. Some growth may occur in trust support, particularly with regard to increased production expenses associated with the Magazine and the Exposition Books Program. Improved coordination of all publication programs across the Institution will be established over the next year or two.

The Division of Performing Arts. This unit has primary responsibility for the production and presentation of live performances of the Institution. In the past, most events have been limited to a single night's performance, but multiple performances will be increased. In addition, the Division will concentrate on performances closely related to museum exhibits in an effort to further enliven the displays and draw people to the museums who likely would not otherwise attend.

The recording program is anticipated to cover additional contributions of various music styles to this nation's cultural heritage. The Division will continue to operate partially from trust funds, and some minor growth is anticipated in federal appropriations.

Office of Telecommunications. The Institution plans to use radio, film, and television to reach larger and more diversified audiences. The Office of Telecommunications, which is responsible for directing and guiding Smithsonian audio-visual activities, is presently working on a national Public Television series designed for general audiences as well as one for children. Over the next five years the Office plans a series of specialized films for distribution to scientific and cultural organizations, two major national Public Television specials highlighting particular areas of interest, and a national weekly radio series patterned after the currently successful Radio Smithsonian. It is expected that the major portion of funding will need to come from corporate-sponsors.

Smithsonian Exposition Books Program. The Smithsonian Exposition Books Program will be exploring new titles based on Smithsonian subjects and producing additional general interest publications. Ten volumes for adult readers, and perhaps ten for children, are planned for the next five years. This forecast, however, depends on Board of Regents approval of individual projects after careful and professional market testing of subject matter.

The Smithsonian Institution Press. The Press is similar to a university press in most respects, including subsidization by the parent institution. The Press provides the Smithsonian with the means to disseminate scholarly publications relating to the Institution's collections, research, and other activities. The Press will continue to concentrate on producing the results of scientific, cultural, and curatorial research associated with the collections and field explorations, and the Institution will continue to partially subsidize operations through trust funds.

Smithsonian Magazine. The Magazine will continue to produce a high quality product and to be supported entirely by the trust revenues which it generates. Net growth in subscribers is expected to range from 35,000 to 50,000 a year from the present level of about 1,700,000. Because of inflationary cost increases associated with production and mailing, subscription rates may increase during FY 1979-81.

The Magazine has been one of the most successful public education ventures established by the Smithsonian. Its general acceptance is a tribute to the role it has played in filling a need for style and elegance as well as lucid reporting on cultural and scientific developments taking place in the world today. Although the Magazine's management is justifiably cautious about the ebb and flow of fashion in publishing, it also expects that the demand for its product will remain strong, with an annual financial surplus over the next few years which can continue to support research, education, and collections as well as growth in reserves of the Institution.

Office of Elementary and Secondary Education. A publication of this Office, Art to Zoo, currently reaches 50,000 elementary school teachers. In future years, it will be expanded to reach approximately 200,000 elementary school teachers nationwide. Two new publications are planned by the Office for nationwide distribution, one to elementary school students, and the other to secondary school teachers, each with an expected audience of approximately 25,000 by FY 1983 or FY 1984. No major budgetary outlay is anticipated for these publications.

Anacostia Neighborhood Museum. The Anacostia Neighborhood Museum is a local activity which does not lend itself to major expansion within its community environment. The Institution is undertaking a review, with outside assistance, to help determine whether and how to continue a community museum while institutionalizing a broadly based center for studies and publication of Black history and culture. A thorough documentation of the Museum's operational activities, and an examination of the possible need for creation of collections management procedures will be performed. It may be necessary during this same period to modify and improve the Anacostia exhibits laboratory. This could provide for operating space which may no longer be reasonably available by lease within the Anacostia business district.

Office of Symposia and Seminars. This Office will continue to meet its responsibilities by organizing and conducting scholarly conferences and meetings and the published results of these events. Major changes in program levels or funding mix are not anticipated, and private sponsors will continue to be sought for these events.

Visitors Information and Associates' Reception Center. The Center, one of the least known but most effective and important organizations in the Institution, will continue dispensing information through its hundreds of volunteers to visitors and to those individuals with general inquiries that arrive by phone or through the mail.

International Exchange Service. No change is anticipated in relation to the present activities and funding of the Exchange, except to complete, through pending legislation, the transfer to the Government Printing Office of a portion of the operation which processes the

overseas distribution of federal government publications. The Smithsonian will continue to provide exchange services to the nation's universities for scientific and medical publications.

Public Service Resource Growth. By FY 1984, resources associated with the conduct of Public Service activities may reach approximately \$45,900,000 from present levels of \$28,900,000. Most of the increase, however, will be due to the added expenses associated with operating the Magazine. No growth is expected in the areas of restricted trust operations or federal grant and contract activity, and only minor increases are forecast for federal appropriations.

SMITHSONIAN INSTITUTION
APPLICATION OF PUBLIC SERVICE OPERATING FUNDS
FY 1978 AND PROJECTED THROUGH FY 1984

TABLE 6 (1)

PUBLIC SERVICE:	FY 1978			FY 1979			FY 1980			FY 1981			FY 1982			FY 1983			FY 1984		
	F/I Dollars	\$ (000)																			
<i>Assistant Secretary</i>																					
Federal SGE	8	186	7	198	2	209	7	215	7	215	7	215	7	215	7	215	7	215	7		
Unrestricted Fonds	1	19	1	57	2	41	2	52	2	55	2	58	2	58	2	58	2	58	2		
Restricted Trust		-		-		-		-		-		-		-		-		-			
Federal Grants		-		-		-		-		-		-		-		-		-			
6 Contracts		-		-		-		-		-		-		-		-		-			
Subtotal	9	190	8	235	9	250	9	267	9	270	9	273	9	273	9	273	9	273	9		
<i>Accostia Neighborhood Museum</i>																					
Federal SGE	19	557	19	639	19	631	19	660	19	695	20	745	20	775	20	775	20	775	20		
Unrestricted Fonds	1	39	1	24	1	28	1	35	1	36	1	38	1	38	1	38	1	38	1		
Restricted Trust		-		-		-		-		-		-		-		-		-			
Federal Grants		69		74																	
6 Contracts		-		-		-		-		-		-		-		-		-			
Subtotal	20	665	20	737	20	659	20	695	20	731	21	783	21	814	21	814	21	814	21		
<i>Division of Performing Arts</i>																					
Federal SGE	9	299	9	520	9	327	10	424	10	424	10	424	10	424	10	424	10	424	10		
Unrestricted Fonds	12	1,801	14	2,229	14	2,125	14	2,260	14	2,260	14	2,310	14	2,310	14	2,310	14	2,310	14		
Restricted Trust		(1,752)		(2,090)		(2,125)		(2,200)		(2,200)		(2,300)		(2,300)		(2,300)		(2,300)			
Restricted Trust		-		-		-		-		-		-		-		-		-			
Federal Grants		-		-		-		-		-		-		-		-		-			
6 Contracts		-		-		-		-		-		-		-		-		-			
Subtotal	1	60	1	77	1	77	1	77	1	77	1	77	1	77	1	77	1	77	1		
	22	2,181	24	2,656	23	2,542	24	2,671	24	2,731	24	2,784	24	2,784	24	2,784	24	2,784	24		
	(1,752)	(2,090)		(2,125)		(2,125)		(2,200)		(2,200)		(2,300)		(2,300)		(2,300)		(2,300)			

SMITHSONIAN INSTITUTION
APPLICATION OF PUBLIC SERVICE OPERATING FUNDS
FY 1978 AND PROJECTED THROUGH FY 1984

TABLE 6 (2)

PUBLIC SERVICE	FY 1978 F/T EMPL. (\$ (000))	FY 1979			FY 1980			FY 1981			FY 1982			FY 1983			FY 1984		
		F/T EMPL. (\$ (000))																	
International Exchange Service																			
Federal SqE	8	235	5	216	5	217	5	217	5	217	5	217	5	217	5	217	5		
Unrestricted Trust	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Restricted Trust	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Federal Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Subtotal	8	235	5	216	5	217	5	217	5	217	5	217	5	217	5	217	5		
Office of Elementary & Secondary Education																			
Federal SqE	5	133	6	171	6	184	6	194	6	194	6	194	6	194	6	194	6		
Unrestricted Trust	-	10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Restricted Trust	-	12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Federal Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Subtotal	5	155	6	171	6	184	6	194	6	194	6	194	6	194	6	194	6		
Office of Symposia & Seminars																			
Federal SqE	2	44	3	61	3	67	3	72	3	77	3	77	3	77	3	77	3		
Unrestricted Trust	2	77	1	81	1	96	1	98	1	91	1	97	1	97	1	97	1		
Restricted Trust	-	-	-	-	-	-	-	-	-	50	-	-	-	50	-	-	-		
Federal Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Subtotal	4	121	4	142	4	163	4	220	4	218	4	214	4	214	4	214	4		

SMITHSONIAN INSTITUTION
APPLICATION OF PUBLIC SERVICE OPERATING FUNDS
FY 1978 AND PROJECTED THROUGH FY 1984

TABLE 6 (3)

PUBLIC SERVICE	F/T Emp., (\$000)	FY 1978			FY 1979			FY 1980			FY 1981			FY 1982			FY 1983			FY 1984			
		1/1 Emp.	\$ 1,000	1/1 Emp.	1/1 Emp.	\$ 1,000	1/1 Emp.	1/1 Emp.	1/1 Emp.	\$ 1,000													
Office of Telecommunications																							
Federal Svc.	2	40	2	42	2	48	2	50	2	56	2	56	2	56	2	56	2	56	2	56	2	56	2
Unrestricted Trust	6	285	7	311	7	359	8	380	8	400	9	425	9	425	9	425	9	425	9	425	9	425	9
Restricted Trust	-	2	(285)	3	(311)	4	(359)	-	(380)	-	(400)	-	(425)	-	(425)	-	(425)	-	(425)	-	(425)	-	(425)
Federal Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6 Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal	8	(285)	9	(311)	10	(359)	10	(380)	10	(400)	11	(425)	11										
Smithsonian Exposition Books Program																							
Federal Svc.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Unrestricted Trust	11	2,546	12	3,410	12	3,177	12	3,250	12	3,650	12	4,100	12	4,100	12	4,100	12	4,100	12	4,100	12	4,100	12
Restricted Trust	-	(2,546)	-	(3,410)	-	(3,177)	-	(3,250)	-	(3,650)	-	(4,100)	-	(4,100)	-	(4,100)	-	(4,100)	-	(4,100)	-	(4,100)	-
Federal Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6 Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal	11	(2,546)	12	(3,410)	12	(3,177)	12	(3,250)	12	(3,650)	12	(4,100)	12										
Smithsonian Magazine																							
Federal Svc.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Unrestricted Trust	66	20,993	70	24,005	70	26,417	71	28,500	71	30,000	72	32,500	72	32,500	72	32,500	72	32,500	72	32,500	72	32,500	72
Restricted Trust	-	(20,993)	-	(24,005)	-	(26,417)	-	(28,500)	-	(30,000)	-	(32,500)	-	(32,500)	-	(32,500)	-	(32,500)	-	(32,500)	-	(32,500)	-
Federal Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6 Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal	66	(20,993)	70	(24,005)	70	(26,417)	71	(28,500)	71	(30,000)	72	(32,500)	72										

SMITHSONIAN INSTITUTION
APPLICATION OF PUBLIC SERVICE OPERATING FUNDS
FY 1978 AND PROJECTED THROUGH FY 1984

TABLE 6 (d)

PUBLIC SERVICE	FY 1978 \$ (000)	F/T EMP.	FY 1979 \$ (000)	F/T EMP.	FY 1980 \$ (000)	F/T EMP.	FY 1981 \$ (000)	F/T EMP.	FY 1982 \$ (000)	F/T EMP.	FY 1983 \$ (000)	F/T EMP.	FY 1984 \$ (000)		
Smithsonian Press															
Federal S&E	717	28	769	28	791	29	819	29	819	29	819	29	819	29	
Unrestricted Trust	551	4	629	4	692	4	700	4	725	4	735	4	750	4	
Restricted Trust	-	-	(629)	-	(692)	-	(700)	-	(725)	-	(735)	-	(750)	-	
Federal Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Contracts	32	32	1,398	32	1,483	33	1,519	33	1,544	33	1,554	33	1,569	33	
Subtotal	35	32	(551)	32	(629)	33	(692)	33	(725)	33	(735)	33	(750)	33	
Visitors Information & Associates Reception Center															
Federal S&E	215	8	280	8	320	8	330	8	340	8	360	8	375	8	
Unrestricted Trust	(215)	-	(280)	-	(320)	-	(330)	-	(340)	-	(360)	-	(375)	-	
Restricted Trust	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Federal Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Subtotal	8	215	8	280	8	320	8	330	8	340	8	360	8	375	8

SMITHSONIAN INSTITUTION
APPLICATION OF PUBLIC SERVICE OPERATING FUNDS
FY 1978 AND PROJECTED THROUGH FY 1984

TABLE 6 (5)

PUBLIC SERVICE	FY 1978		FY 1979		FY 1980		FY 1981		FY 1982		FY 1983		FY 1984	
	P/I IMPL.	\$ (000)												
PUBLIC SERVICE -														
TOTAL														
Federal Share	81	2,211	79	2,416	79	2,474	81	2,654	81	2,694	82	2,764	82	2,794
Unrestricted Trust	114	26,536	118	31,006	119	33,255	121	35,545	121	37,557	123	40,623	123	43,067
Restricted Trust	-	101	-	107	-	94	-	100	-	100	-	100	-	50
Federal Grants	-	4	-	77	-	77	-	77	-	77	-	77	-	77
6 Contracts	-	77	-	4	-	4	-	4	-	4	-	4	-	4
Gross Support	196	28,928	198	33,696	198	35,823	198	38,299	202	38,299	202	40,354	205	43,187
Less Portion of Expenses Related to Auxiliary and Intran Activities														
(20,352)														
Net Support	196	2,576	198	2,884	198	2,733	202	2,939	202	2,986	205	3,067	205	3,061
(40,320)														
(42,850)														

MEMBERSHIP AND DEVELOPMENT AND AUXILIARY ACTIVITIES

This section covers plans, changes in activities, and resource estimates for membership and development and certain auxiliary activities with the exception of Smithsonian Magazine and Smithsonian Exposition Books discussed in the Public Service section. Included here are the separate activities of the Office of Membership and Development (which includes the Development Office, the National Associates Program, and the Resident Associates Program) and of the Business Management Office (which includes the following auxiliary activities: Museum Shops, Mail Order Division, Product Development Program, Concessions, and the Belmont Conference Center).

Current Resources and Support

These trust funded operations as a group generated approximately \$2,226,000 in income for the Institution in FY 1978 after cost of sales, payroll and other operating expenses. Gross revenues amounted to about \$17,683,000 with expenses of \$15,457,000. Some 234 people were employed full- and part-time and personnel costs amounted to around \$3,265,000.

Membership and Development operations are wholly supported by trust funds with the only exception being occasional foundation or federal agency grants to the Resident Associate Program. In FY 1978, there were 65 people employed and the payroll costs approximated \$1,146,000. The Resident Program produced a small surplus in FY 1978, while the National Program, as a membership service, is usually budgeted for a slight loss. The travel programs about break even. The administrative costs of the central Development Office are treated as an expense item against unrestricted trust income.

The auxiliary activities generated virtually all of the \$2,226,000 net revenues in FY 1978 after cost of sales and other expenses. About 169 people were employed full- and part-time, with payroll costs amounting to some \$2,119,000. Gross revenues for FY 1978 approximated \$11,517,000 with expenses and cost of sales amounting to about \$9,380,000. After meeting annual expenses, the surplus from these operations is used to fund various operational programs and activities of the Institution, or to increase the nonappropriated unrestricted trust fund reserves to provide future year income to the Smithsonian. A breakdown of income and expenses for FY 1978 follows:

	FY 1978 (\$000s)
Income:	
Development Office 1/	\$ 994
Resident Associate Program	1,901
National Associates Program	3,271
Auxiliary Activities	<u>11,517</u>
 Total	 \$17,683
Expense:	
Development Office 1/	\$ 994
Resident Associate Program	1,770
National Associates Program	3,313
Auxiliary Activities	<u>9,380</u>
 Total	 \$15,457
 Net Gain	 <u>\$ 2,226</u>

Future Year Perspective

Membership and Development. It is anticipated that Resident Associate Program membership, now at 48,000 and with an annual renewal rate of 78 percent, will continue to increase to approximately 50,000 by FY 1984. Plans call for continued attention to innovative educational opportunities providing solid learning experiences related to Smithsonian activities resources for adults and young people. Courses, seminars, lectures, and tours will be geared to Smithsonian collections, research, exhibitions, and consonant cultural activities. Some emphasis will be given to attracting more Black members by offering more programs appealing to local Black interest. Participation in classes for inner-city youth and adults will be expanded, as will special programs for the handicapped. Finally, increased operating efficiency will occur over the next two years because of computerized registration for all activities.

Space requirements for classrooms must be addressed in the near future. Limited classroom space has been somewhat alleviated through the establishment of the Learning Center in the Museum of Natural History and the studio arts workshops in the Arts and Industries Building. However, some increase in space is needed for additional labs and classrooms, and the Institution is considering ways to fill this requirement.

As a new benefit for National Associates, a selected studies program has been established offering three five-day courses in the spring and the autumn. Designed around Smithsonian museum resources and for the most part taught by Smithsonian curatorial staff, these courses provide learning opportunities for Associates who do not live in this area. Participants' reactions to the spring 1978 series were enthusiastic and the autumn 1978 series was sold out.

1/ Includes Foreign Study Tours

Over the next five years, the Regional Associates Program will focus on educational diversity and reaching new audiences. More events will be developed specifically for children and will include educational materials and handouts to supplement the programmatic themes.

Smithsonian travel programs, both foreign and domestic, will continue as important membership benefits for Associates. The number and diversity of tours will increase.

Projecting the prospects for private giving and philanthropy to the Institution is not possible. However, it is estimated that an approximate annual amount of \$2,000,000 for specific projects will be forthcoming in future years. Serving the bureaus on fund-raising projects for specific annual needs will continue to be the primary occupation of the Office of Development. The recent effort to concentrate on deferred giving programs, highlighted by the formation of a Pooled Income Fund, will be intensified in the future. Such programs, by their very nature, must be considered long-term measures but the experience of other not-for-profit organizations suggests that they can, over time, add substantially to funds that will produce income for public purposes.

Membership and Development programs may contribute more to the net trust operations of the Institution in future years, but for the time being their operations are projected to continue to break even or incur a slight loss. Gross revenues from these services are expected to double approximately, largely as a result of the expansion of the National Associates tours, selected studies program, and contributing membership efforts. But, necessary expenses related to these efforts, by their very nature, are also expected to increase commensurately.

Auxiliary Activities. Both the scope and the public's acceptance of the auxiliary activities have increased over the past several years, but it remains to be seen if these trends continue. New educational products relevant to the Smithsonian's museums will be created and tested. Marketing techniques in the museum shops, mail order operations, and the product development program will continue to improve. The next five years should see some growth in mail order operations. Improvements will be made in computer systems, including a purchasing system and on-line customer inquiry capability. Refinements will be made in shipping space, including new shelving and postage equipment. With concession and museum shops income directly related to visitation, net revenues from these operations should also increase somewhat (except for parking income because the Air and Space Museum garage is already operating at capacity during the busy summer and holiday periods). Over the period, the Institution will be considering alternative uses for the Belmont Conference Center. If operated as a Conference center, however, income should gradually increase as inflation forces some price increases. Even though the Center operates close to capacity, it incurs a slight loss because of the limited size of the facility.

Membership, Development, and Auxiliary Activities Resource Growth.
Resources are expected to increase from the present level of about \$17,683,000 to an estimated \$33,290,000, and expenses are projected to increase from \$15,457,000 to \$30,255,000. The resulting growth in the net surplus is \$809,000.

SMITHSONIAN INSTITUTION
APPLICATION OF MEMBERSHIP, DEVELOPMENT,
AND AUXILIARY ACTIVITIES OPERATING FUNDS
FY 1978 AND PROJECTED THROUGH FY 1984

MEMBERSHIP, DEVELOPMENT, & AUXILIARY ACTIVITIES	FY 1978 \$ (000)	FY 1979 \$ (000)	FY 1980 \$ (000)	FY 1981 \$ (000)	FY 1982 \$ (000)	FY 1983 \$ (000)	FY 1984 \$ (000)	
<u>MEMBERSHIP AND DEVELOPMENT</u>								
Office of Membership & Development								
Federal SGE	201	8	245	8	256	8	282	8
Unrestricted Trust	5	-	5	-	5	-	15	15
Federal Grants	-	-	-	-	-	-	-	-
F Contracts	-	-	-	-	-	-	-	-
Subtotal	206	8	250	8	261	8	297	8
National Associates Program								
Federal SGE	3,313	17	4,749	17	5,265	18	5,430	19
Unrestricted Trust	(3,313)	-	(4,749)	-	(5,265)	-	(5,430)	-
Restricted Trust	-	-	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-	-	-
F Contracts	-	-	-	-	-	-	-	-
Subtotal	16	17	4,749	17	5,265	18	5,430	19

SMITHSONIAN INSTITUTION,
APPLICATION OF MEMBERSHIP, DEVELOPMENT,
AND AUXILIARY ACTIVITIES OPERATING FUNDS
FY 1978 AND PROJECTED THROUGH FY 1984

MEMBERSHIP, DEVELOPMENT, OPERATION, & AUXILIARY ACTIVITIES	FY 1978 \$ (000)	FY 1979 \$ (000)	FY 1980 \$ (000)	FY 1981 \$ (000)	FY 1982 \$ (000)	FY 1983 \$ (000)	FY 1984 \$ (000)
Resident Associates Program							
Federal SGI	1,772	37	1,993 (1,993)	37	2,332 (2,332)	37	2,300 (2,300)
Unrestricted Trust	(1,770)	(5)					
Subtotal	40	46	813 (1,770)	27	40 2,020 (1,993)	57	2,272 (2,332)
Foreign Study Tours							
Federal SGI	994 (994)	3	1,500 (1,500)	3	1,505 (1,505)	3	1,550 (1,550)
Unrestricted Trust							
Subtotal	3	994 (994)	3	1,500 (1,500)	3	1,505 (1,505)	3

TABLE 7 (3)

SMITHSONIAN INSTITUTION
APPLICATION OF MEMBERSHIP, DEVELOPMENT,
AND AUXILIARY ACTIVITIES OPERATING FUNDS
FY 1978 AND PROJECTED THROUGH FY 1984

MEMBERSHIP, DEVELOPMENT, & AUXILIARY ACTIVITIES	FY 1978			FY 1979			FY 1980			FY 1981			FY 1982			FY 1983			FY 1984			
	F/T	EMP.	\$ (000)	F/T	EMP.	\$ (000)	F/T	EMP.	\$ (000)	F/T	EMP.	\$ (000)	F/T	EMP.	\$ (000)	F/T	EMP.	\$ (000)	F/T	EMP.	\$ (000)	
AUXILIARY ACTIVITIES																						
Belmont Conference Center	-	8	399	-	8	367	-	8	370	-	8	395	-	8	410	-	8	425	-	8	425	
Federal Stb.	7	341	(339)	-	-	(367)	-	-	(370)	-	-	(395)	-	-	(410)	-	-	(425)	-	-	(425)	
Unrestricted Trust	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Restricted Trust	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Federal Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
6 Contracts	-	8	399	-	8	367	-	8	370	-	8	395	-	8	410	-	8	425	-	8	425	
Subtotal	7	341	(339)	-	-	(367)	-	-	(370)	-	-	(395)	-	-	(410)	-	-	(425)	-	-	(425)	
Business Management Office																						
Federal Stb.	2	101	(101)	-	3	140	(140)	-	3	161	(161)	-	3	175	(175)	-	3	190	(190)	-	3	200
Unrestricted Trust	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(200)	-	-	(200)	
Restricted Trust	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Federal Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
6 Contracts	-	3	140	-	3	161	(161)	-	3	175	(175)	-	3	190	(190)	-	3	200	(200)	-	3	200
Subtotal	2	101	(101)	-	3	140	(140)	-	3	161	(161)	-	3	175	(175)	-	3	190	(190)	-	3	200

SMITHSONIAN INSTITUTION
APPLICATION OF MEMBERSHIP, DEVELOPMENT,
AND AUXILIARY ACTIVITIES: OPERATING FUNDS
FY 1978 AND PROJECTED THROUGH FY 1984

TABLE 7 (4)

MEMBERSHIP, DEVELOPMENT, & AUXILIARY ACTIVITIES	FY 1978 \$ 1/M. 1000)	FY 1979 \$ 1/M. 1000)	FY 1980 \$ 1/M. 1000)	FY 1981 \$ 1/M. 1000)	FY 1982 \$ 1/M. 1000)	FY 1983 \$ 1/M. 1000)	FY 1984 \$ 1/M. 1000)
Concessions & Product Development							
Federal Sgl. Unrestricted Trust	3 167 (167)	3 249 (219)	3 234 (234)	3 245 (245)	3 240 (240)	3 240 (240)	3 250 (250)
Restricted Trust	-	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-	-
6 Contracts	-	-	-	-	-	-	-
Subtotal	3 167 (167)	3 219 (219)	3 234 (234)	3 245 (245)	3 240 (240)	3 240 (240)	3 250 (250)
Mail Order Activities							
Federal Sgl. Unrestricted Trust	48 2,643 (2,643)	50 5,172 (5,172)	50 6,059 (6,059)	55 6,500 (6,500)	55 7,400 (7,400)	55 8,350 (8,350)	60 9,300 (9,300)
Restricted Trust	-	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-	-
6 Contracts	-	-	-	-	-	-	-
Subtotal	48 2,643 (2,643)	50 5,172 (5,172)	50 6,059 (6,059)	55 6,500 (6,500)	55 7,400 (7,400)	55 8,350 (8,350)	60 9,300 (9,300)
System Shops							
Federal Sgl. Unrestricted Trust	109 6,130 (6,130)	101 6,619 (6,619)	101 7,098 (7,098)	103 7,750 (7,750)	103 8,450 (8,450)	105 9,200 (9,200)	105 9,900 (9,900)
Restricted Trust	-	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-	-
6 Contracts	-	-	-	-	-	-	-
Subtotal	109 6,130 (6,130)	101 6,619 (6,619)	101 7,098 (7,098)	103 7,750 (7,750)	103 8,450 (8,450)	105 9,200 (9,200)	105 9,900 (9,900)

TABLE 7 (5)

SMITHSONIAN INSTITUTION
APPLICATION OF MEMBERSHIP, DEVELOPMENT,
AND AUXILIARY ACTIVITIES, OPERATING FUNDS
FY 1978 AND PROJECTED THROUGH FY 1984

MEMBERSHIP, DEVELOPMENT, & AUXILIARY ACTIVITIES	FY 1978 \$ (000)	F/T EMPL.	FY 1979		FY 1980		FY 1981		FY 1982		FY 1983		FY 1984	
			F/T EMP.	\$ (000)										
MEMBERSHIP DEVELOPMENT, & AUXILIARY ACTIVITIES - TOTAL														
Federal Staff	15,662	230	21,066	5	230	23,177	5	238	24,590	5	240	26,467	15	242
Unrestricted Trust	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Restricted Trust	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6 Contracts	46	-	27	-	40	-	50	-	50	-	50	-	50	-
Gross Expenses	15,708	230	21,098	230	23,222	238	24,645	240	26,532	242	28,470	247	30,680	247
(Less portion of expenses related to auxiliary and bureau activities)	(15,457)	-	(20,821)	-	(22,921)	-	(24,520)	-	(26,185)	-	(28,110)	-	(30,255)	-
Net Expenses	251	230	277	230	301	238	325	240	347	242	360	247	360	247

ADMINISTRATIVE, FINANCIAL, AND OTHER SUPPORT SERVICES

The activities of the Institution may be categorized into two groups. The first of these is the operating programs, described elsewhere, which care for the collections, perform research, and offer a wide range of educational services, activities, and products for the benefit of the public. The other group includes the central administrative, financial, and other support services which provide overall planning and direction to the Institution, management of its resources, and evaluation of its work. Activities in this group also furnish legal counsel, financial management, and administrative, professional, and technical services required to support the Smithsonian's programs, to maintain and protect its physical plant, and to assure that the Institution complies with all appropriate laws and regulations and is fully accountable for its actions.

Administrative, financial, and other support services include the central management services provided by the Offices of the Secretary, Under Secretary, Assistant Secretary for Administration, General Counsel, Treasurer, and Coordinator of Public Information. They also include the following specialized administrative and technical offices: Audits, Contracts, Computer Services, Equal Opportunity, Facilities Planning and Engineering Services, Management Analysis, Personnel Administration, Printing and Photographic Services, Supply Services, Travel Services, and components of the Office of the Treasurer including the Office of Programming and Budget, Accounting Division, Office of Grants and Risk Management, and the Investment Division. Support services also consist of two major maintenance and protection offices, Plant Services and Protection, with primary orientation to the physical plant and its contents and to safety and health services for visitors and staff.

These activities are located in Mall and nearby buildings in order to be convenient to a large number of Smithsonian staff and to the public. Increasingly, with improved travel allocations and the development of computer terminal and data base networks, these activities will be linked more closely with all Smithsonian activities including those operating elsewhere in the U.S. and abroad.

Current Resources and Support

These organization units have fiscal year 1978 resources totaling approximately 1,305 full-time employees and \$36,300,000. Of this total, 1,143 full-time employees and approximately \$31,800,000 are provided from the Salaries and Expenses appropriation and 159 employees and \$4,400,000

are allocated within the Institution's nonappropriated unrestricted trust fund budget. The federal appropriations and unrestricted funds are distributed as follows:

<u>Subgroups</u>	<u>FY 1978</u>			
	<u>S&E</u>		<u>Unrestricted Trust</u>	
	<u>Full-Time Employment</u>	<u>Funds (\$000s)</u>	<u>Full-Time Employment</u>	<u>Funds (\$000s)</u>
Central Management Offices	56	\$ 1,657	28	\$1,086
Special Administrative and Technical Offices	219	5,390	124	2,909
Maintenance and Protection Offices	363	24,705	7	371
Totals	1,143	\$31,752	159	\$4,366

Unrestricted trust funds are allotted to the management and support units to provide an appropriate balance of federal appropriations and trust funds reflecting the services they provide. Primarily these funds are used for personnel who perform assignments similar to those of staff paid from appropriated funds. Several support units administer unrestricted trust funds for more specialized purposes. The Office of Printing and Photographic Services receives income from the sale of photographic materials to the public. The computer cost center of the Office of Computer Services and the audio-visual unit of the Office of Plant Services operate on a cost recovery basis by charging users for the services provided.

Future Year Perspective

Several years ago the Institution recognized that it had been in a period of substantial program growth and that the capability of many administrative and support services was seriously below the needs of the programs to be served. Consequently, beginning in FY 1975, high priority was given to providing more adequate resources for these activities to bring their capabilities more nearly in line with program requirements. This effort will continue over the five-year planning period with reviews of each support activity to determine the effectiveness of its management, organization, and procedures and adequacy of its staffing and financing. The Institution will be investigating possible uses of contract personnel to provide various support services in future years in lieu of seeking additional permanent personnel. While each of the organization units will require periodic additions to its federal and trust budgets to offset inflation or to keep pace with growing workloads, certain activities have been identified as requiring substantial new resources to meet current backlogs of work, to strengthen their responsiveness to bureau and office needs, or to meet the maintenance, operations, and protection requirements of new facilities.

Over this period, areas of highest priority include personnel, computer, facilities planning and engineering, plant, protection, and photographic services. Significant new federal support will be sought beginning in FY 1980 and phased over the next three or four years for these activities. Further increases to unrestricted trust fund budgets will be provided, should these funds be available to the Institution, in order to maintain a balance of support. Toward the end of the planning period, federal budget augmentations also will be needed by plant and protection service activities to staff and operate the new Museum Support Center.

Office of Personnel Administration. The reorganization of the federal personnel system and more union activity will add new workloads to this Office. Additional personnel management assistants and supporting staff are required. More training for supervisors and other employees is essential. The Institution has established a series of steps for implementing the actions required by the Civil Service Reform Act of 1978, including the identification of Senior Executive Service positions, the revision of all position descriptions, and the initiation of performance standards for creating a new personnel appraisal system. By mid-1981, the Institution expects to have the reorganization completed.

Much improvement has been made in the operations of this Office over the past four years. Recruitment activities have been strengthened. Processing time has been shortened. Classification capabilities have been substantially enhanced. The labor-management relations program is being developed. A good start has been made in redefining basic Smithsonian personnel policies and programs and chapters are being issued as completed in a revised staff handbook on federal personnel. A similar handbook establishing personnel administration policies and procedures for trust fund employees is nearing completion. More needs to be done, however, to increase the quality and timeliness of service. The present ratio of total personnel staff to population served is about 1:100 as compared with a government-wide ratio of about 1:65. The ratio of personnel management specialists to client population is approximately 1:650; a reasonable ratio would be 1:350. As a result, the personnel staff has too little time to become familiar with the needs and problems of its assigned organization units; individual cases cannot be reviewed carefully; requested personnel actions are delayed; and quality suffers. The Institution will continue to strive to improve its services in the area of personnel administration in future years.

Office of Equal Opportunity. The Institution's commitment to equal opportunity continues to be an important element in its planning. Expansion of the Upward Mobility Program, development of a cooperative education (study/work) program, and continued attention to programs for women, Hispanics, and the handicapped are the priority activities of this Office. A strong effort will be made, as part of the improved collections management activity, identified elsewhere in this plan, to provide Upward

Mobility opportunities to persons desiring to become skilled as museum technicians and aides.

Office of Computer Services. Several years ago, this Office implemented a five-year planning process for automatic data processing. The process offers a framework for communication and for examining the requirements of current and potential users and the capabilities of the Office's staff. Existing and projected computer needs can now be more systematically estimated. The process provides smoother transition to new, timesaving methods of operating. The purchase of a new computer in 1976 and the completed conversion to the new equipment in 1978 has greatly expanded the Institution's machine processing capabilities in support of collections management, research and administrative activities. The demand for computer services continues to grow rapidly, however, and the current and projected requirements for such services far outweigh the Office's ability to respond because of inadequate staff resources. Based on a recently completed update of the five-year ADP plan, the current backlog of systems design and programming work of about 12 man-years will increase to 14 man-years by the end of FY 1979 or about 30 percent more than present total staff capability. Although the new computer's capabilities will enable more users to work directly with the computer through terminals in the work areas, thus easing some requirements for central programming assistance, the Institution's plans for strengthened collections inventories and documentation, including work on collections to be transferred to the Museum Support Center over the period of FY 1979-83, will add a substantial workload to the already existing requirements for additional computer specialists and for equipment to allow remote data entry.

Office of Facilities Planning and Engineering Services. This Office is preparing long-range repair and improvement plans for all the Institution's major facilities. Master plans have already been completed for the Chesapeake Bay Center for Environmental Studies and for the Mt. Hopkins observatory facility. Plans for the Smithsonian Tropical Research Institute and for fire protection in all buildings (with initial emphasis on the Natural History Building) will be undertaken in FY 1979. Working with these documents and with the program organizations, annual plans of work and budgets are assembled. About 200 repair and improvement projects are handled each year involving the expenditure of over \$5,000,000 from all sources, and these efforts are expected to increase. To a significant extent, the growth in workload reflects an aging physical plant and the need for modern fire detection and suppression systems, for building improvements to improve access for the handicapped, and for the correction of safety hazards. New facilities, particularly at the Institution's field activities, and detailed planning and construction of the Museum Support Center are other priorities requiring the services of this Office. Against a current annual capability for about 52,000 man-hours of work, a projected requirement for 79,000 man-hours has been identified by the end of the planning period. This gap must be closed by adding some planners, architects, and engineers, and

funds for contract services which, while more expensive on a man-hour basis than in-house staff, will hold down the need for permanent employees. The objective by 1984 is to reduce the delay in implementing projects so they can begin within the fiscal year for which funds are made available. The reduction in the backlog of work would avoid the loss of purchasing power caused by inflation during delays in obligating funds. Short- and long-range planning will be supported by an automated reporting system that will improve management information available on the status of all work in progress.

Office of Plant Services. Meeting the Institution's utilities costs for current buildings and programs represents this Office's primary additional resource requirement for the next several years. Energy conservation and the management of utilities will continue to be closely monitored by the Institution. Utilities costs amounted to about \$7,300,000 in FY 1978 and are expected to be around \$10,000,000 by FY 1983, an increase attributable largely to rate increases. This increase would be much larger without conservation measures. In managing the Institution's utilities, this Office must give priority consideration to the protection of exhibits, exotic animals and valuable objects, many of which require special environmental conditions. Energy conservation efforts are pursued in all activities: lighting levels are being reduced in work spaces and, wherever possible, in public areas; heating and air-conditioning systems are operated at the minimum levels required to prevent damage to the collections; fans and other heavy consumers of electricity have been shut down during nonpublic hours, and major air-conditioning systems are phased into operation to keep the peak demand rates to a minimum. The installation of a computerized power management system during FY 1975 through FY 1978 now minimizes costly peak load demand rates. By the end of FY 1979, preventive maintenance and equipment monitoring systems also will be effective in all buildings. By systematizing the maintenance of the buildings' mechanical systems and by computerizing functions that had been performed manually, these systems will permit the redirection by FY 1980 of 25 to 30 man-years of staff effort in support of the preventive maintenance operations. This redirection of existing manpower will help to limit the requirement for new staff to such areas as materials and vehicle management, and work controls and general maintenance.

Office of Protection Services. A thorough evaluation of the Institution's existing facilities by staff and consultant services has revealed that protection services are substantially understaffed by some 75 positions to meet the objective of providing adequate security, safety, and health programs for the Institution. Incremental increases in positions and related funding will be requested during the next five years in order to man essential security posts that have been identified; the majority of these positions will be required for the Museum of History and Technology and the Museum of Natural History. Studies of the possible use of contract guard services have indicated that such services would not meet the Institution's needs.

A phased conversion was initiated in FY 1975 from the use of leased security and fire alarm systems to an Institution-owned and controlled system. This decision was based on the increasing costs of the leased services and on the anticipated improvement in the quality of service that the proprietary system will provide. Work toward this goal has been progressing steadily and will continue during the next five years. By FY 1983, the conversion should be 95 percent complete, with all buildings and facilities in the Mall area integrated into the system and with only some outlying areas still to be brought on-line.

Office of Printing and Photographic Services. Plans for photographic services include improved support for collections management and an increased capability for original photography. In the past, this Office has concentrated on improving the timeliness and quality of its basic services, and most of its activities have been limited to the Mall area. A strengthened staff could more readily respond to existing needs for original photography in areas such as photojournalism and photodocumentation for historical purposes and research. Photographers could join curators and scientists on their field expeditions in order to photograph research techniques and discoveries on-site. The resulting photographs would supplement published works on the research topic, serve as a resource for other research efforts, and could be used for popular articles and other publications.

In support of collections management, photodocumentation of the collections will proceed more rapidly in order to assist the inventory process. These photographs also will be used for archival, research, and publication purposes and for increasing the number and variety of materials available to the public. The planned expansion of graphic arts capability will provide increased support of the Institution's exhibits programs. In contributing to the Institution's education programs, another major direction of effort will be the continued production of photographic materials for the general public, schools, research foundations, other museums, and government agencies. The increasingly popular Smithsonian Slide Series, based on Smithsonian collections, includes individual sets of slides along thematic lines accompanied by brochures and, in some cases, audio cassettes; the Series will be expanded during the next few years.

Museum Support Center. The planned opening of the Museum Support Center late in FY 1983 will have a significant impact on the Institution's logistical and supporting services, and special mention should be made of resources expected for its operation. The Office of Protection Services presently estimates that 45 guard positions will be required to provide around-the-clock security for the new building, its occupants and the collections that will be housed there. The Office of Plant Services will require about 30 new staff to operate the building's heating, ventilation, and air-conditioning systems and will have to provide for utilities, building maintenance and repair, equipment, supplies and custodial services.

Full-year costs for these requirements will approximate \$800,000 for the Office of Protection Services and \$900,000 for the Office of Plant Services.

Other Services. The remaining activities in the Administrative, Financial, and Support Services are forecasted to have relatively minor growth requirements over the five-year period other than federal and trust funds to meet pay costs and other inflationary factors. No increases in staff are presently anticipated by the Offices of the Secretary, Under Secretary, Assistant Secretary for Administration, and the Contracts and Travel Services Offices.

By FY 1983, the Office of Audits should be expanded to reach the objective set by the Board of Regents of maintaining a five-year audit cycle. The current capability allows each Smithsonian activity to be reviewed only every seven to eight years. Over this same period, some small growth is envisioned for the Office of the General Counsel to monitor the effects of new laws and regulations; the Management Analysis Office to strengthen the development of systems and procedures benefiting Smithsonian operations; the Coordinator of Public Information to improve services to the public; and the Treasurer's activities to monitor and administer the Institution's total financial resources.

No further staff is expected to be required by the Office of Supply Services based on the present effectiveness of its organization, but some federal funds will have to be added to its base by fiscal year 1983 to purchase paper stock and forms and to service office machines and equipment. The staffing level of the Office of Programming and Budget also will remain at about the current level.

Administrative, Financial, and Support Services Resource Growth. Resources devoted to all areas of Administrative, Financial, and Support services may exceed \$48,200,000 by FY 1984, rising from FY 1978 levels of about \$36,300,000. Much of the federal increase will be associated with operating costs of the Museum Support Center, utilities, and physical plant maintenance and protection. Lesser appropriated amounts are required for a variety of support and logistical services, principally in personnel, data processing, design and engineering, and photographic services. Unrestricted trust fund support may increase from the FY 1978 level of \$4,400,000 to about \$7,100,000 for the specialized and technical functions associated with administering the activities of the Institution.

SMITHSONIAN INSTITUTION
APPLICATION OF ALLOCATIONATIVE, FINANCIAL, AND OTHER SUPPORT SERVICES
OPERATING FUNDS
FY 1978 AND PROJECTED THROUGH FY 1984

TABLE 8 (1)

Administrative, Financial, and Other Support Services	FY 1978		FY 1979		FY 1980		FY 1981		FY 1982		FY 1983		FY 1984	
	F/T 1,691	\$ (000)												
(Central) Management Services														
Federal Sols	56	1,657	56	1,834	56	1,871	60	1,961	60	1,972	61	2,002	61	2,013
Unrestricted Trust	28	1,086(2)	28	1,198	30	1,250	30	1,357	30	1,411	30	1,492	30	1,538
Restricted Trust	4	62	4	49	—	24	—	25	—	35	—	35	—	35
Federal Grants & Contracts	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Subtotal	85	2,805	85	3,081	86	3,145	90	3,343	90	3,418	91	3,529	91	3,580
Specialized Administrative & Technical Offices														
Federal Sols	219	5,390	225	6,318	237	6,919	254	7,353	264	7,603	271	7,744	274	7,835
Unrestricted Trust	124	2,909	143	3,647	144	(571)	151	4,046	151	4,248	152	4,649	152	4,856
Restricted Trust	—	(394)	—	(16)	—	(668)	—	(675)	—	(690)	—	(705)	—	(715)
Federal Grants & Contracts	2	41	—	—	—	—	—	—	—	—	—	—	—	—
Subtotal	345	8,388	368	9,981	380	10,905	405	11,601	415	12,063	423	12,393	426	12,691
Maintenance & Protection														
Federal Sols	868	24,705	871	25,302	870	26,886	910	27,910	934	28,910	1,015	30,310	1,017	31,210
Unrestricted Trust	7	371	7	545	7	590	7	625	7	655	7	690	7	720
Restricted Trust	—	(11)	—	(81)	—	(85)	—	(85)	—	(90)	—	(95)	—	(100)
Federal Grants & Contracts	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Subtotal	875	25,076	878	25,847	877	27,476	917	28,535	911	29,565	1,022	31,000	1,054	31,950

SMITHSONIAN INSTITUTION
APPLICATION OF ADMINISTRATIVE, FINANCIAL AND OTHER SUPPORT SERVICES
OPERATING FUNDS
FY 1978 AND PROJECTED THROUGH FY 1984

	FY 1978 F/T \$ (000)	FY 1979 F/T \$ (000)	FY 1980 F/T \$ (000)	FY 1981 F/T \$ (000)	FY 1982 F/T \$ (000)	FY 1983 F/T \$ (000)	FY 1984 F/T \$ (000)
Administrative, Financial, and Other Support Services - Total							
Federal SFE	1,143	31,752	1,152	33,454	1,163	35,676	1,224
Unrestricted Trust	159	4,360	178	5,390	181	5,886	188
Bureau Activities							
G. Overhead Re- covery	(3,766)						
Restricted Trust	3	103	1	(4,807)	24	(5,311)	25
Federal Grants							
f. Contracts		48					
Gross Support	1,305	36,269	1,331	38,909	1,314	41,586	1,412
(Less Portion of Expenses Related to Auxiliary and Bureau Activities and Overhead Re- covery)							
Net Support	1,305	32,503	1,331	34,102	1,344	36,275	1,412

FACILITIES PLANNING, RENOVATION, RESTORATION, AND CONSTRUCTION

The Institution's physical facilities consist of 11 museum and gallery buildings in Washington, D.C. and New York City housing research and collections management activities and a wide range of exhibitions in the fields of science, history, technology and art. Also included are the zoological park in Rock Creek Valley and its animal conservation and research center near Front Royal, Virginia; the Radiation Biology Laboratory in Rockville, Maryland; the preservation, storage, and air and spacecraft display facility at Suitland, Maryland (also the site of the planned Museum Support Center); a conference center near Elkridge, Maryland; centers for biological research, conservation, and education in Panama and on the Chesapeake Bay, near Annapolis, Maryland; an oceanographic research station at Fort Pierce, Florida; a center for astrophysics in Cambridge, Massachusetts, and an observatory on Mount Hopkins, near Tucson, Arizona; and a number of administrative, storage, reference, distribution, and other supportive facilities primarily in leased space. Smithsonian buildings currently receive over 25,000,000 visitors each year.

The Smithsonian's responsibility for facilities and the activities they house requires a continuing program of repairs and maintenance (some of which is accomplished by staff with funds provided in operating budgets), renovations and restorations, and new construction. The objectives of this program are to provide appropriate, safe, and accessible facilities for research, education, and care of collections. Federal appropriations are the primary source of funds for this work, but, starting with the funding of the original Smithsonian Institution Building, other sources of funds have at various times become available for particular projects.

Priorities over the next several years include planning and construction of the Museum Support Center; development of facilities in the area south of the Smithsonian Building for the Museum of African Art, rare book and other library requirements, additional space for the Freer Gallery, and a new center for the exhibition of Oriental art and Far Eastern studies; completion of Master Plan redevelopment at the National Zoological Park and at the Conservation and Research Center; repairs and improvements to the biological and astrophysical field stations; the provision of improved access for Mall visitors; the acquisition and renovation of the old Tariff Commission Building for museum purposes; programs of fire protection, handicapped person access, and general maintenance and repairs to buildings; and improved conditions for

collections on the Mall and at present storage buildings at Silver Hill, Maryland. Details on these and other projects appear in the following sections of this plan.

Construction and Improvements

Museum Support Center

Public Law 94-98 authorized the Regents of the Smithsonian to prepare plans for construction of museum support facilities. The Institution has analyzed its space needs and requirements for storage and conservation of collections, and for training in museum conservation. These efforts have documented that additional space is critically needed, especially for the National Museum of Natural History where collections have outgrown available space. Plans for the Museum Support Center have, therefore, focused chiefly on this museum's storage and research needs, the Institution's conservation requirements, and only the most essential needs of other bureaus.

It is estimated that the Museum Support Center will provide 338,000 square feet of storage, office, laboratory, and conservation space. The collections component of the Center will contain about 254,000 square feet for storage and management of collections. The results of transfers of collections will be to release approximately 40,000 square feet of space in the Museum of Natural History intended for exhibits purposes and to provide better care and accessibility for collections remaining on the Mall.

It is essential for the Center to provide space for research and study of the collections to be housed there. Some laboratory, office, and storage space also will be used to house the Smithsonian Oceanographic Sorting Center, as an alternative to continuing to occupy expensive leased space in the Washington Navy Yard, and to place the Sorting Center in a more appropriate location adjacent to related program elements of the National Museum of Natural History.

The conservation component of the Center will include a collections receiving and fumigation unit, a conservation information referral center, space for the treatment of objects and research on conservation techniques, and a major facility for training staff and visiting interns in theoretical and practical conservation skills. Locating these facilities in the Center in proximity to the processing and conservation laboratories of the Department of Anthropology and the Oceanographic Sorting Center will greatly strengthen the Institution's overall capability in research, training, and treatment.

A special core facility for shipping and receiving, packing and crating, registration, photography, fumigation, and distribution will be incorporated into the Center. Coordination of these activities will

provide the Institution with a well-planned facility that will assure greater safety for objects in movement and storage.

The Institution has acquired 82 acres of government-owned land adjacent to its present 21-acre facility at the Suitland Federal Center, and has secured approvals from the National Capital Planning Commission and local boards and commissions for construction of a Museum Support Center at this site. The General Services Administration has undertaken the management of design and construction and a small portion of the construction funds will be used for additional Institution temporary staff to monitor planning and construction. The design, bidding and construction phases of the project are expected to require a period of about 41 months beginning around March 1, 1979.

The fiscal year 1978 and 1979 appropriations include a total of \$900,000 for planning and design. Following the President's signing of P.L. 95-569 on November 2, 1978, authorizing construction of a Museum Support Center, funding of \$20,600,000 is included in the Institution's budget request for fiscal year 1980 for this purpose.

It is estimated that annual building operating expenses for the Museum Support Center will be approximately \$1,700,000. In addition, funding will be needed starting in fiscal year 1979 for preparation and movement of Natural History and other collections, the purchase of operating and specialized laboratory and other equipment, and other one-time costs associated with initial occupancy. Further details on operating budget requirements, including the establishment of a conservation training program, are included in plans for the Museum of Natural History, the Conservation Analytical Laboratory, and central administrative services.

National Zoological Park

About one-half of the approved Master Plan for redevelopment of the National Zoological Park has been completed, as well as some improvements to the Conservation Center at Front Royal, Virginia. Through fiscal year 1979 about \$33,000,000 has been appropriated for these purposes, and approximately \$39,000,000 of work is scheduled for the period FY 1980-FY 1984.

The original 1973 Master Plan included 41 projects at Rock Creek costing an estimated \$118,000,000. Since then, the program has been scaled down to approximately 30 projects and \$61,000,000 at the National Zoo in Rock Creek and \$11,000,000 of work at the Conservation Center. This savings is due largely to the acquisition of the Front Royal site in 1975, which permitted a reevaluation of the Rock Creek development plan; eliminating many of the costly and space-consuming projects necessary for breeding and research. The revised plan recognizes that many animals could be provided for at Front Royal at far less expense than

at the Rock Creek Zoo. Master Plan projects that can more effectively be conducted at Front Royal will continue to be sited there. These include nearly all major hoofstock breeding requirements, back-up housing for small primates and numbers of other small mammals, bird incubation and brooder functions, as well as holding facilities for long-term breeding programs.

Projects Completed or to be Underway. Since 1973, new and improved facilities have been provided for monkeys, lions, tigers, birds, elephants, rhinos, giraffe, bears, and a new animal commissary as well as education and administration facilities. Other projects are nearing completion for seals, sea lions, otters, beavers, bush dogs, wolves, small cats, water birds, and gibbons. The Great Ape House at Rock Creek in the central area (\$2,750,000) is expected to be complete sometime in the winter or spring of FY 1980.

Projects Planned, FY 1980-81. Construction of other central area facilities during FY 1980 will include renovation of the small mammal and reptile houses and partial construction of the nocturnal exhibit (\$4,300,000); completion of design for the parking facility (\$250,000); and completion of design for the aquatic animal habitats (\$500,000).

Construction appropriations will be sought in FY 1981 for the aquatic animal exhibit, completion of the nocturnal exhibit, and the crocodile exhibit; the planned FY 1982 request will concentrate on construction funds for visitor parking. Funding for the Park's entrance and walkway exhibits, and completion of the animal health facility is planned for FY 1983. In addition to major projects, amounts to sustain annual maintenance programs and continuing improvements at Rock Creek and at Front Royal will be sought over the five-year period and the following years. Projections are contained in Table 9. After FY 1980 budget estimates may be adjusted to allow for further refinement of plans and estimates.

Central Area Redevelopment. The present reptile house was constructed about fifty years ago. Improvements are planned for all mechanical and electrical systems in the building, as well as construction of new cages and exhibits. The basement (now unused because the animal commissary has moved to new quarters) is well suited for an exhibit of nocturnal animals using red lighted cages to simulate night conditions, permitting the public to view active animals. Adjacent to the reptile house will be a new crocodile exhibit with a spacious outdoor yard for summer viewing and a small glass-fronted building for winter viewing.

The small mammal building, constructed in 1937, is outdated for modern animal exhibits and badly deteriorated. It will be completely renovated including modern glass-fronted cages and exhibits. All mechanical and electrical systems for the building are to be replaced, and central air conditioning will be provided as a byproduct of the Great Ape House construction.

The last major central area project is a Monkey Island with a water moat to serve as a containment barrier. Barbary apes will be exhibited in what promises to be one of the Zoo's most exciting exhibits. In addition, the central area will be landscaped and improved with new walks and graphics.

Aquatic Habitats. The Master Plan includes six projects combined in location for purposes of common water-systems support. The FY 1980 request (\$500,000) will complete final plans and specifications and could permit site clearance for the last cluster of major exhibits in this program. The Aquatic Habitats Cluster is estimated to cost about \$8,800,000 and will include major exhibits for the manatee, platypus, sea otters, coral reef, tidal basin, and related environments. The cluster will be located at the south end of the Park along Rock Creek and will be an extension to the series of aquatic exhibits now being completed for beavers, river otters, seals, sea lions, and polar bears. This will be a unique education and exhibit facility. If plans and specifications are completed in FY 1980, construction funds will be requested in FY 1981.

General Services and Parking Facility. Additional savings are anticipated by reducing the scope of the second-phase construction of the General Services and Parking Facility; \$250,000 is being sought for design purposes in FY 1980. Present estimates for construction of this facility are approximately \$8,500,000. These figures will be refined through the design process, and construction funds will be sought in FY 1982 to begin this project. The Institution plans to offset some construction expenses by using parking revenues being held in trust to help meet this need and which currently amount to approximately \$600,000. By FY 1982, it is expected that about \$1,000,000 will be available for this purpose.

Rock Creek Repairs and Renovations. In addition to the Master Plan, the Zoological Park is responsible for a continuing program of major maintenance and repair for its sixty separate facilities and extensive network of paths and roadways and other landscaped areas. About \$400,000 to \$450,000 is annually required for structural, mechanical, electrical, and plumbing repairs and renovations as well as animal support and housing requirements, and grounds, roadways, and major utility repairs and improvements.

Conservation Center Repairs and Improvements. Since acquiring the Front Royal site in 1975, the Zoo has been engaged in a program designed to occupy and hold the land including some emergency repairs. The Institution has retained serviceable structures for use where there is clear need, and is demolishing deteriorated and unusable structures. Most of the animal containment fencing is in place for major paddocks and for the overall site, and most of the initial repairs to essential utilities and buildings have been completed. In FY 1979 the Institution will spend about \$110,000 of nonappropriated trust funds to purchase a small amount of additional land needed to protect the present facility. It is

now possible for the Icc to concentrate on improvement projects needed for long-term study and management of carefully selected exotic species.

Total repair and improvement costs spanning FY 1975-FY 1984 for the Conservation Center are estimated to be approximately \$11,000,000. In FY 1980, \$1,100,000 is being requested to permit the Conservation Center to advance in coordination with Rock Creek construction. Projects include a small mammal and bird breeding complex, facilities for hoofed stock, renovation of the maintenance and staff services building, road maintenance and improvement, and design for a small visitors center. Follow-on projects are expected to amount to about \$1,600,000 per year through FY 1984. This includes an estimated construction cost of around \$800,000 for the visitors center.

Restoration and Renovation

This account is used to fund building repairs, alterations, and improvements, as well as construction of additions to existing facilities and minor new facilities. Planning studies and other related expenses also may be funded from this account.

General Repairs and Improvements. The Institution requires substantial annual funding for facilities planning and engineering, repair and improvements, and those needs that arise unexpectedly. Heavy public use, deterioration due to age and weathering, visitor and staff safety, and the need to provide for program changes require constant attention at all Institution facilities. The most pressing needs to be addressed in the next several years will be the repair, replacement or improvement of heating, air conditioning, humidity control, ventilating, and electrical distribution systems. Other work will involve such projects as minor interior and exterior structural repairs, improvements to plumbing and sewer systems, upgrading of elevators and entrances, improvement of Suitland structures, periodic equipment repair and replacement programs, and particular planning and engineering studies needed for management and budget analysis. An annual appropriation of about \$1,000,000 will be sought for these needs over the planning period. I/

Fire Detection and Suppression. Smoke and heat detection systems and fire suppression equipment are currently lacking or inadequate in many visitor, staff, and collection areas of the Institution's facilities. The most immediate needs are in the Natural History Building. Surveys and specialized consultant studies are being used to develop programs for upgrading all buildings. In addition to fire detection and suppression,

I/ A request for FY 1979 supplemental funding for the Museum of African Art will include around \$300,000 for essential repairs, and improvements for handicapped access.

attention is being directed to upgrading fire retardant material such as doors and other interior finishes, and existing sprinklers and other equipment.

A very preliminary estimate for this work at all Institution facilities is around \$10,000,000. At this time, however, planned and estimated projects amount to \$725,000 and are included in the FY 1980 appropriation request. As current studies and planning are completed, additional information and revised budget projections will be presented.

Access for the Disabled, Safety and Security, and Correction of Hazardous Conditions. Current standards for handicapped access and public and staff safety will require modifications to eliminate architectural barriers and hazardous conditions at many of the Institution's buildings. Projects in the planning stage include the Hirshhorn Sculpture Garden, the north entrance of the Natural History Building, and modification to the south entrance of the Natural History Building to provide increased emergency exit capacity in addition to improved handicapped access. An amount of \$500,000 is being requested in FY 1980 to continue these and other improvements.

Facade and Roof Repairs. The exterior integrity of all Institution facilities is critical to prevention of major structural damage and deterioration, as well as to providing a safe environment for visitors, staff, and collections. The contents of most Institution facilities and the age of many structures make work in this category a high priority. The scope of work includes recaulking, waterproofing, pointing, and replacing damaged materials. Roofing work includes the removal and replacement of existing surfaces and underlays, due to blistered or expanded conditions caused by weathering. Some of the locations requiring work include the Fine Arts and Portrait Galleries Building, the Natural History Building, the Freer Gallery, the Arts and Industries Building, and the Renwick Gallery.

An amount of \$1,425,000 will be sought in FY 1980 for facade and roof repairs. Annual budget requests will be made for these purposes not only because of continuing wear and aging, but also due to the extensive nature of the Renwick Gallery repairs where up to \$5,000,000 will be required to replace the stone facade over several or more years.

Temperature and Humidity Repairs and Improvements. The Institution's investment in the operation, maintenance, and upgrading of its plant heating, ventilating, air conditioning, and humidity control equipment (HVAC) is singly important to daily activity in each museum and gallery, and to the specimens and artifacts requiring a stable environment. The need to make yearly replacements and repairs to steam and chilled water lines and equipment, air handling equipment, and to upgrade humidity systems in all but the newest buildings is increasing annually. Beginning in FY 1980, the Institution will identify these needs separately in its budget, and will request an amount of \$588,000 for these purposes.

In addition to various repairs and improvements, about \$64,000 of this amount will be used to construct a new chilled water supply and return line for the Freer Gallery. Chilled water will be supplied from the newly installed Arts and Industries Building air conditioning system which was designed with excess capacity. Completion of a rehabilitation of the Freer's HVAC systems is planned for FY 1981 and is expected to cost approximately \$700,000.

About \$270,000 will be used in FY 1980 to plan and design a multi-year replacement and upgrading of almost the entire HVAC systems at the Fine Arts and Portrait Galleries. Presently, this building and its contents suffer with poor ventilation and inadequate control of temperature and humidity. The total cost for this project is anticipated to be in excess of \$4,000,000 and will require 5 or more years for completion.

Other Projects

Fine Arts and Portrait Galleries

The National Portrait Gallery, the National Collection of Fine Arts, and the Archives of American Art continue to seek improvement and greater utilization of all space available in the old Patent Office Building. These efforts are a continuation of the original restoration and extend to the basement and garage areas of the building.

Conversion of the FAPG garage for museum purposes has undergone only preliminary planning and is expected to cost about \$1,000,000. This project will be retained as a future option pending acquisition of the Trade Commission Building (see page 87). Other planned projects include completion of the Portico Cafe (\$50,000) and installation of an elevator to provide additional access to the east mezzanine (\$60,000).

Chesapeake Bay Center for Environmental Studies

The Bay Center has developed a phased facilities renovation and improvement plan which can provide (in a modular fashion) additional space for research, education, administration, and services as it is required. The first of a seven-phase program was recently completed, using about \$548,000 of nonappropriated funding, and provides about 5,000 additional square feet for research and laboratory needs. The remaining phases include about 18,000 square feet and will be initiated through the budget process when appropriate. Over the next five years, the Center will experiment with alternate erosion control techniques at Poplar Island (about \$30,000 may be needed in FY 1979), and will further develop planning for the next laboratory administration building (\$1,275,000), renovation of the so-called "Calf Barn" (\$360,000) for dormitory facilities, and construction of a maintenance building (\$150,000).

Tropical Research Institute

The Institute has completed the first phase development of the Tivoli site. Long-range plans include consolidating other laboratory and administrative activities at this site in Ancon. The Institute's research facilities on Barro Colorado Island, as well as those at Naos Island, Galeta Point and other locations, continue to offer unique research opportunities to scientists and students throughout the world. These facilities provide minimum comfort and laboratory space, and are under constant attack by the environment. Maintenance, repairs, and improvements are difficult and costly because of the logistical problems associated with these remote tropical locations. Preservation of these facilities requires constant support to protect and improve them for future generations.

The need for a planned annual repairs and renovations program designed for tropical zones will be stressed in the master facilities plan for the Institute which is to be completed in FY 1979. This will include particular projects for the Island, Naos, and Galeta over the next five years which could total about \$1,500,000. Also, expansion and renovation of present library facilities at Ancon will be advanced with an FY 1980 request of \$195,000 for planning and some construction, followed later by construction requests currently estimated at about \$1,300,000.

Astrophysical Observatory

The Observatory depends entirely upon rental space for all of its activities in Cambridge, Massachusetts. In fiscal year 1979 these rentals will total about \$700,000 and can be expected to increase steadily over the next five years. An Observatory-owned facility could offset long-term escalating rental costs and provide the additional benefits of consolidation of locations and increased space. The feasibility of constructing a building at Cambridge will be explored with Harvard University during this planning period.

The Observatory facilities at Mt. Hopkins, Arizona, are only beginning to be developed fully and utilized. The availability of the Multiple Mirror Telescope and other research equipment will emphasize the need for adequate facilities and other support services. Over the next five years special attention will be given to improvement of roads and paths, and electrical power distribution. In addition, projects for construction and improvement of dormitory, research, maintenance, administrative, and visitor center space will be requested through the budget process as they are needed. These projects could total up to an additional \$3,370,000. About \$505,000 will be requested in FY 1980 for renovation of the "Wikiup" dormitory and Gamma Ray instrumentation buildings, construction of a Summit dining facility, upgrading of roads, and design of base camp facilities and fire protection and security systems.

Projects Under Study

Trade (Tariff) Commission Building

The coincidence of the needs of the U.S. International Trade Commission for additional improved space, and the necessity for additional space to support the collections and other programs of the Fine Arts and Portrait Galleries (FAPG) could provide a unique opportunity for further development of a center of American art if the old Tariff Commission Building (across F Street from the FAPG) can be restored and transferred to the Institution. The realization of this opportunity to preserve a historic and architecturally significant building and devote it to public purposes depends on the General Services Administration identifying an appropriate and convenient new building for the Trade Commission. Restoration of the Trade Building could cost as much as \$15,000,000. Estimates of one-time initial occupancy costs and of operating costs are not available at this time. This requirement is further explained in the History and Art section of this perspective.

Quadrangle Development

The Quadrangle is the area bounded by the Smithsonian Building, the Freer Gallery of Art, the Arts and Industries Building, and Independence Avenue. In FY 1979, the Institution will emphasize as a high priority the need to identify the most appropriate use of this valuable Mall space and to secure approval and continuing support of a permanent development plan.

Presently, the Freer Gallery of Art needs additional space for its excellent programs of conservation, curation, and scholarly activity. Space also is needed to acquire and borrow for study and exhibition objects of Oriental art which have never been available in this country before. Identified at this time, also, is the need to provide a suitable building for the Museum of African Art and space for the Institution's rare book and other library requirements.

Based on a preliminary conceptual design authorized by the Board of Regents (\$30,000, FY 1978 nonappropriated funds), the current proposal for Quadrangle development includes the following program and building elements, as well as preservation of a surface garden for public use.

- An above-ground building on the east side of the Quadrangle along Independence Avenue to provide a minimum of about 40,000 square feet for the Museum of African Art and library space for rare books commensurate with the concept for a 6th floor addition previously considered for the Museum of History and Technology. Above-ground space would be allocated principally for public use, and some

below grade would be used for staff, support, and other purposes.

- A second above-ground building on the west side of the Quadrangle along Independence Avenue to provide a new center for the exhibition of Oriental art and Far Eastern studies. Below grade this structure would be integrated with the underground development of the Quadrangle in such a manner as to be accessible to the Freer Gallery of Art and to provide additional space for conservation, research, storage, and other museum purposes.
- A third building element, located beneath the Quadrangle, to provide below-grade space for approximately 300 parking spaces essentially replacing existing surface parking west of the Quadrangle and east of the Arts and Industries Building. These parking spaces would be available to both staff and the public, and would be operated as paid parking with receipts being applied against the cost of construction.

Construction costs for this proposed concept are presently estimated to be around \$60,000,000. Estimates for one-time costs associated with occupancy requirements and annual amounts for operations and maintenance are not available at this time. It is essential that any proposal for use of the Quadrangle be supported by a financial plan designed to make the best use of appropriate and available trust income and other private support, and to reduce the overall requirement for federal appropriations wherever possible. This could include, among other things, provision for the sale of Museum of African Art real property to be applied against the construction cost of the east building; private donations and other gifts in support of construction of the west building; and application of anticipated parking revenues, including perhaps also those of the NASM garage, to the cost of the parking facility.

Visitor Access

The number of visitors to Smithsonian museums and galleries has increased from 13,000,000 in 1967 to 25,000,000 in 1978, while the availability of parking for more than half of these visitors, who still prefer to travel to Washington by automobile, has declined. Visitation studies indicate that 52 percent of regional visitors and 30 percent of out-of-state visitors are very concerned about the difficulty of locating parking in the vicinity of the Mall.

At its May 1978 meeting, the Board of Regents expressed a continuing interest in alleviating the problem of insufficient visitor parking and approved the expenditure of \$70,000 of trust funds for study and proposal development. This effort will supplement earlier studies, and will include visitation data; a parking survey as well as traffic and transportation

data; presentation of alternative solutions, construction analysis, sub-surface investigation, and environmental evaluations, if appropriate; and cost estimates and alternative financial development proposals.

Cooper-Hewitt Museum of Design and Decorative Arts

The Cooper-Hewitt Museum occupies the 64-room Carnegie Mansion, built in 1901 and donated to the Institution in 1972. The Mansion was restored and adapted to museum purposes from 1972 to 1976 principally using private donations and unrestricted trust funds.

The Carnegie property includes a five-story brownstone known as the Miller House. Presently, this building is little used due to its deteriorated condition. However, as the Museum's programs become fully developed, it will be essential for this space to be available for research, education, and other administrative purposes. Renovation of the Miller House could cost in excess of \$1,000,000. The Institution will seek donations and other means of support for this purpose over the next several years.

Remaining Mall Site

Public Law 94-74, approved August 8, 1975, reserved the last remaining building site on the Mall, bounded by 3rd and 4th Streets, Independence Avenue and Jefferson Drive, for use by the Smithsonian for public purposes subject to Congressional approval. Presently, there are no long-range plans for this area. It is expected that the site will continue to be used for temporary exhibitions and other purposes by federal and other organizations.

Radiation Biology Laboratory Relocation

By the year 1990, it will be necessary to acquire appropriate new quarters for the Radiation Biology Laboratory currently located in leased space at Rockville, Maryland. It has been the Institution's experience that technically sophisticated space needed by the Laboratory is acquired by lease only at significant expense and usually with less than satisfactory results.

Over the next several years, the Institution expects to begin a study of the Laboratory's long-range space requirements, and to explore how these could be met by further development of existing Smithsonian property at Front Royal, Virginia. Additional explanation of the Biology Laboratory's facility problems is contained within the Science section of this plan.

Leased Space

Over the years the growth of collections, research, and education activities of the Institution has steadily reduced the space originally

available in museums and other Smithsonian buildings for program and administrative purposes. Consequently, the Institution has long relied upon rental space to alleviate crowded and inefficient space situations.

In the past six years, the Institution has consolidated its leased locations for increased efficiency, and currently occupies approximately 210,000 square feet for administrative and support use at the Service Center on North Capitol Street and at L'Enfant Plaza. At this time, no significant increase of rental space is anticipated over the next five years. The staff increases outlined in the administrative and other sections of this perspective could result in the need for additional off-Mall space. However, the practice of reviewing space needs in conjunction with the budget process will continue, and, whenever possible, highest space priorities will be met through adjustments of use and allocation of existing space. The Institution, as mentioned earlier, will continue to explore opportunities to acquire further downtown space, such as the old Tariff Commission Building, to fulfill long-term program commitments.

The Institution's rental program for administrative and support space is funded by appropriations and trust funds. In FY 1979 these costs are expected to be approximately \$930,000. About \$204,000 of trust funds will be applied to this cost as a direct charge to the Institution's revenue producing activities occupying Mall and leased space. Additionally, about \$190,000 of trust funds will be used to support the cost of nonfederal employees at L'Enfant Plaza. Because of annual cost-of-living increases to existing leases, it is anticipated that the current rental appropriation will be insufficient by FY 1981.

FACILITIES PLANNING, RESTORATION, RENOVATION AND CONSTRUCTION					
Fiscal Years:	1979	1980	1981	1982	1983
<u>Construction & Planning:</u>					
Museum Support Center/ South Quadrangle	575 130*	20,600 500	2,500	57,000	
Construction & Improvements: National Zoological Park Conservation Center	3,900 4,475	6,550 27,650	13,190 15,650	10,850 67,850	8,050 8,050
<u>Totals (Federal only)</u>					2,050
<u>Restoration & Renovation:</u>					
General Repairs & Improvements Fire Detection & Suppression/ Access for Disabled, Safety and Security and Correction of Hazardous Conditions	3903/ 500 325	762 725 500	1,000 670 395	1,000 465 155	1,000 400 105
Facade & Roof Repairs/ Temperature & Humidity/ Repairs & Improvements Other Projects	590 535 1,715	1,425 900 1,900	1,250 1,450 8,265	2,250 1,295 7,665	1,250 750 6,005
<u>Totals (Federal)</u>					5,885
<u>Planning & Development:</u>					
Trade Commission Building Restoration Visitor Access Planning Cooper Hewitt Miller House Restoration Radiation Biology Relocation Planning	70*	50*	1,000*	75	300
<u>Totals</u>			1,000*	75	300
<u>Grand Totals (Federal only)</u>	6,190	32,550	24,005	75,590	15,355
					23,235

(Footnotes appear on page 92)

1/ An amount of \$325,000 was included in the FY - 1978 appropriation to initiate design, construction funding might be distributed over the FY - 1980-82 period as follows: \$6 million in FY - 1980, \$10 million in FY - 1981, and \$4.6 million in FY - 1982.

2/ About \$130,000 of trust funds (*) will be used over the FY - 1978-79 period to develop preliminary conceptual design proposals; to document program and space requirements; to investigate subsoil conditions, adjacent building foundations and underground utilities; and to estimate the cost of construction and develop a financial plan utilizing appropriate and available trust income and other private support, reducing the overall requirement for federal appropriations wherever possible. The amount of \$57 million is a tentative representation of the scale of the total proposed construction project, and would be offset later by proposed use of certain non-federal funding as explained in the facilities chapter of this report. It is also assumed this amount will be required over a 3 to 5 year period.

3/ It is anticipated a supplemental appropriation will be required in FY - 1979 for partial year support of the operation of the Museum of African Art. About \$300,000 will be needed for essential repairs and improvements, and to comply with handicapped and other building code requirements.

4/ Early estimates for upgrading of fire detection and suppression systems and equipment in all institution facilities exceed \$10,000,000, until studies and master planning efforts underway are completed, amounts requested for fiscal years 1981 thru 1984 reflect repairs and improvements which are planned and estimated at this time.

5/ An extensive on-site physical examination of the entire exterior stone facade of the Renwick Gallery has conclusively eliminated earlier proposals for minor repairs at this location. Total replacement of all natural stone currently is estimated to cost around \$5.5 million, and replacement work will require several years for completion. Also included are projects for the Fine Arts and Portrait Galleries, the Natural History Building, and the Arts and Industries Building.

6/ In addition to various HVAC repair and improvement projects, the institution will initiate through its FY - 1980 budget request, modernization and upgrading of systems and equipment at the Freer Gallery and at the Fine Arts and Portrait Galleries.

7/ "Other projects" principally include the institution's research facilities at Mt. Hopkins, Arizona; on the Chesapeake Bay at Edgewater, Maryland; and the several stations of the Tropical Institute in Panama. Major project descriptions and preliminary cost estimates appear in the facilities chapter of this report.

8/ These projects represent areas of institution concern which will receive priority attention over the next 5 years. No formal decisions have been reached about source of funding, timing or scope of project. Planning, design and construction estimates are only preliminary and approximate ideas about the general level of activity and will be updated as better information becomes available. *Indicates present or possible future funding other than appropriated funds.

APPENDIX

SMITHSONIAN INSTITUTION FIVE-YEAR PERSPECTIVE

NOTES ON FINANCIAL PROJECTIONS

These tables are designed to show trends in the Institution's future year resource patterns, and to reflect the changes and growth explained in the narrative portions of this report. They were developed in conjunction with the FY 1979 and FY 1980 budget processes.

The FY 1978 figures are actual amounts based on end-of-year financial statements. FY 1979 federal salaries and expenses (S&E) figures are based on appropriations received from Congress and include estimates of required supplemental appropriations for the part-year funding of legislated FY 1979 pay raises as well as part-year funding for operation of the Museum of African Art. FY 1979 also reflects Board of Regents authorization to expend the FY 1979 appropriation, and Board of Regents approval of the non-appropriated trust fund portion of the FY 1979 budget.

FY 1980 estimates are based on the consolidated budget approved by the Board of Regents at its September 25, 1978 meeting as amended by the federal allowances received from the Office of Management and Budget. These allowances are now contained in the FY 1980 appropriations request submitted to Congress in January 1979.

Projections for years FY 1981-FY 1984 were derived from basic material prepared by the bureaus and offices of the Institution and then reviewed by the appropriate member of the Secretary's Management Committee. The projections were approved by the Board of Regents at their September 25, 1978 meeting and sent to the Office of Management and Budget in early October. Since then, they have been adjusted to incorporate the decisions of the Office of Management and Budget regarding allowances for FY 1980, and other actions that have taken place which relate to future year operations.

Tables 1 and 2. Table 1 contains general levels of dollar resources (or revenues) from various sources which the Institution expects will be necessary for the conduct of its operations. This table summarizes expenses associated with the operations of the auxiliary activities, including Smithsonian Magazine and the Exposition Book Program. Table 2 projects other expenses by functional area of operation (Science, History and Art, etc.) along with the application of funds to such items as plant improvements from nonappropriated unrestricted funds, special activities such as the Scholarly Studies, Acquisitions, and Educational Outreach Programs, and endowment.

Tables 5 through 8. These contain detailed expense projections for the Institution's museums, galleries, and laboratories.

Throughout these tables, under unrestricted trust funds, are amounts in parentheses which represent expenses related to the Institution's revenue generating activities (primarily the auxiliary activities). These individual amounts are summarized organizationally in Tables 3 through 8, and in total in Tables 1 and 2. They appear in the tables to present net unrestricted funds projected to be utilized by each bureau of the Institution. More detailed information for the various organizations is available through the Office of the Treasurer, Smithsonian Institution.

For ease of presentation, expenses associated with the various administrative, financial, and support organizations of the Institution are grouped into three categories in Table 8: (1) Central Management Services, (2) Specialized Administrative and Technical Offices, and (3) Maintenance and Protection

Table 9. All major construction projects are included that are underway or being planned. For some future projects, detailed planning and estimating remains to be done (e.g., the Quadrangle design and construction) and the amounts as well as the possible sources of funding have not been fully determined.

SMITHSONIAN INSTITUTION LIBRARIES



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